



Appendices

Ordinary Council Meeting

Thursday 24 September 2020

Pinjarra and Dwellingup Town Centres

2019 - 2020 Façade Refurbishment Subsidy Program

1. Introduction

Main Streets or 'High Streets' are the heart of town centres and contribute to the character and life of a place with building facades being important contributors to the quality of a town centre. The Shire of Murray recognises that a number of building facades in the Pinjarra and Dwellingup town centres are currently in a run-down state or poorly designed and potentially detract from the character and amenity of the place or undermine the value of the streetscape and associated public spaces.

The Façade Refurbishment Subsidy Program is an initiative aimed to support and assist landowners and local business owners with revitalisation and activation of the of Pinjarra and Dwellingup town centres to create active, vibrant, attractive and safe places for our community and visitors to enjoy.

As an incentive to encourage landowners and local business owners to upgrade their building facades, the program will offer successful applicants the opportunity to receive a matched financial contribution to put towards works that will improve the visual appearance and assist with activation of the two town centres.

2. Program Objectives

The objectives of the program are to:

- Assist in beautifying and activating town centres by improving the streetscapes;
- Encourage the activation and orientation of development facing public places;
- Enhance the physical quality and established character of the towns' built environment through sensitive and innovative design of buildings and spaces;
- Improve the experience of pedestrians to encourage more people to live, work, play and do business in the respective places;
- Reinforce and build upon the town centres as the major retail, social and cultural hubs of the respective places; and
- Support landowners and local business owners to improve the visual presentation and public impression of their buildings and businesses.

3. Town Centres

3.1 Pinjarra – includes:

- (a) Street façade of buildings fronting George Street, between Henry Street and Camp Road, plus the South End Shopping Centre;
- (b) Street façade of buildings fronting Pinjarra Road between George Street and Murray Street; and
- (c) Portion of buildings and associated spaces fronting the Murray River Square and the Murray River foreshore between Cantwell Park and the Murray Leisure Centre.

These areas are highlighted in red on the following plan:



3.2 Dwellingup – includes:

- (a) Street façade of buildings fronting McLarty Street, between Forrest Street and Moore Street; and
- (b) Street façade of buildings fronting Newton Street, between McLarty Street and Marinup Street.

These areas are highlighted in red on the following plan:



4. Available Funding

This financial year, the Shire has allocated a total of \$20,000 (ex. GST) for contribution towards one or more projects. Up to 50% of the cost of eligible works (ex. GST) may be considered. To ensure funding is allocated to reasonably substantial works, the subsidy is only available to projects with a minimum total value of \$4,000 of eligible works. The minimum contribution available is therefore \$2,000 with a maximum contribution of up to \$20,000.

5. How to Apply

The program is available throughout the financial year until funds are exhausted. Applicants are encouraged to contact the Shire prior to submitting an application to discuss their proposal.

Applicants will need to submit the following details to the Shire in order to have their application considered:

- (a) A completed application form;
- (b) Plans at a minimum scale of 1:100 which clearly sets out the proposed refurbishment works, including a schedule of materials and colours; and
- (c) Cost estimate for the proposed refurbishment works from a registered builder which includes an itemised cost breakdown of both eligible and non-eligible components of the works. The cost breakdown is to separately itemise GST.

Applications are assessed against the program's criteria and presented to Council for funding approval. All eligible applications will not necessarily be funded. Successful funding will depend on the quality and nature of the applications and the extent of funding still available for the year.

6. Program Details

6.1 Assessment Criteria

- Compliance with the Shire's planning framework and the Building Code of Australia
- Consistency with the objectives and provisions of the Shire's Pinjarra Revitalisation Strategy and Activity Centre Plan
- Degree to which the applicant is financially contributing to the project
- Degree to which the proposed works will be visible from the adjoining street or public space
- Quality of the design and extent to which the proposed works contribute to the visual improvement of the façade or space viewed from the street or public space
- Degree to which the proposed works contribute toward the established character of the street or public space
- Degree to which the proposed works promote either active or passive interaction or activity between the building and the street or public space

6.2 Eligible Works

- Modification or construction of awnings or verandahs
- Restoration of facades facing a street or public space
- Improved lighting
- Modification or creation of new windows to promote interaction and interest within the adjoining street or public space
- Design works to the façade facing the street or public space which will improve the architectural standard or interest of the façade, improve the level of surveillance between the public realm or will improve interaction between the internal area of the building and the adjoining public space
- Replacement of solid fencing with a visually permeable style of fencing
- Landscape improvements that will encourage activation of the space between the building and the

adjacent public space

- Provision of disabled access

6.3 Ineligible Works

- Removal of non-compliant signage or new signage
- Internal alterations to a building
- General maintenance
- Any works required to satisfy conditions of statutory approvals which are not related to this program
- Works that have commenced or have already been completed
- Works only necessary to accommodate the relocation of a new business and/or replace signage/paint
- Design work to complete the program application
- Works not visible from the street or public space
- Infrastructure associated with alfresco dining areas (noting that such areas are generally encouraged)

6.4 Implementation of successful application/s

After confirmation of funding for a project has been made by the Shire, the following process will be applicable to successful applicants:

- (a) Applicant is required to source a minimum of two quotations from appropriate registered builders for the endorsed works to confirm costs;
- (b) Applicant is to enter into an agreement with the Shire setting the conditions and maximum contribution to be paid by the Shire on completion of the agreed works;
- (c) Applicant is to undertake the agreed works in accordance with the signed agreement within 12 months unless otherwise agreed in writing by the Shire;
- (d) Applicant is to provide written notification to the Shire once the works have been completed, including receipts for payment of works with payment only being authorised to persons in the signed agreement;
- (e) Shire will inspect the works to confirm that they have been completed in accordance with approvals and the signed agreement; and
- (f) Applicant is to submit a tax invoice to the Shire for payment of the agreed funds.

6.5 General Conditions

Successful applicants will be required to sign an agreement with the Shire acknowledging that the subsidy will only be available subject to the applicant meeting the general conditions to the satisfaction of the Shire. The following outlines the key conditions:

- (a) Applicant will be required to remove any unauthorised signage or window shutters as part of façade improvements;
- (b) Applicant is responsible for obtaining all necessary planning and building approvals prior to commencement of works;
- (c) The Shire will waive any planning and building application fees required in relation to eligible works, although State Government statutory building fees are to be paid by the applicant;
- (d) Works are to be undertaken by registered builders;
- (e) Cost estimates and quotations are to be sourced from suitably qualified local (Peel Region) businesses wherever possible. Cost estimates and quotations are to provide costs for each component of works being applied for;
- (f) Successful applicants are to enter into an agreement with the Shire setting out the agreed schedule of works, timeline, grant sum (exclusive of GST) and payment arrangements and conditions;
- (g) Funds will not be reimbursed until after the completion of the project and once the Shire has confirmed that all work has been carried out satisfactorily and within the specified time frame; and
- (h) Any overrun in costs is not the responsibility of the Shire and the Shire will only be liable to reimburse

7. Program Contact

Please make any enquiries regarding the program to the Shire's Coordinator of Place, Krystal Dawe, on 9531 7777 or at mailbag@murray.wa.gov.au.

Directorate		Officer Title	
Planning and Sustainability		Director Planning and Sustainability	
Version	Decision to Advertise	Decision to Adopt/Amend	Current Status
1		26 November 2015 OCM15/316	Superseded
2		25 October 2018 OCM18/209	Adopted



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Federation Tuckpointing (WA) Pty Ltd

Restoring Aesthetics & Integrity to Perth Properties for over 30 years

Office: 58 Gordon Road East, Osborne Park
P: 08 9242 2952 / F: 08 9443 5665
M: 0412 914 737
E: quotes@tuckpointing.com.au
Post: PO Box 597 Mt Hawthorn WA 6915

Chris Terpou
107 Miles Str
Karrinyup 6018

Attn: Chris Terpou

Job No: J012232
Date: 4/09/2020
Your Ref:

PROPOSAL

Site Address: 20 George Street, The Old Pinjarra Post Office Building, Pinjarra 6208

Description	Quantity
To supply and install scaffolding to carry out works to reach the high areas	each 1
Allowance for scaffolding for the lower areas	each 1
To grind out the mortar joints on the North, West and South elevations, as shown in the photos or drawing, wash clean and then re-point to match the building style. Including replacing fretting/cracked/rusting bolts.	each 1
To supply bricks to carry out work. Note that a perfect match may not be possible and will depend on the availability and source of supply at the time of looking.	each 68
Council permits at cost. approx \$300-\$500.	each 1
Temporary Fencing to keep the site safe.	each 1

As this is a heritage building with lime mortars, we will be using NHL2 lime putty and aggregate.

All mortar joints will be raked out to a minimum of 20-25mm and repointed with a finish that matches the building style.

Fretting bricks, approx 68, will be removed and replaced with best matching bricks. Removed bricks will be taken from site.

The scaffolding will have shade cloth on the outside to enclose the site and protect pedestrians below.

	Total (exc GST):	\$37,140.00
	GST Amount:	\$3,714.00
* WORK GUARANTEED 10 YEARS	Total (inc GST):	\$40,854.00

Client: Chris Terpou
Job No: J012232

Signed By

(Name)

Proposal Date: 4/09/2020
Total (inc Tax): \$40,854.00

(Signature)

VISA & MASTERCARD PAYMENTS ACCEPTED (+ 1.5%)

_____/_____/_____
(Date)

Special Conditions: * Guarantee void of damage caused by excess moisture * Invoice will not be altered for tax purposes * 10% cancellation fee applies after written acceptance has been received. * A "day-rate" fee will be chargeable if work is unable to commence due to site conditions once a start date has been agreed.



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USE US WITH CONFIDENCE!

Chris Terpou
107 Miles Str
Karrinyup 6018

Job No: J012359
Date: 11/09/2020
Your Ref:

Attn: Chris Terpou

PROPOSAL

Site Address: 20 George Street, The Old Pinjarra Post Office Building, Pinjarra 6208

Description	Quantity
-------------	----------

Scope for Painting of the Pinjarra PO:

- Windows/Doors: - Start by preparing surfaces - Finishing with two applications of Aqua Trims
- Rendered Areas: - Start by preparing the rendered surfaces - Finishing with two applications of Duraguard Low Sheen.
- Gable/Rafters/Gutters: - Prepare Surfaces - Finishing with two applications of Satin Duraguard

Painting to the Post Office as above.	each	1
To supply and install scaffolding to reach the higher areas.	each	1

Total (exc GST):	\$7,000.00
GST Amount:	\$700.00
Total (inc GST):	\$7,700.00

* WORK GUARANTEED 10 YEARS

Please sign and return as acceptance:

Proposal Expiry Date 11/10/2020

Client: Chris Terpou
Job No: J012359

Signed By

(Name)

Proposal Date: 11/09/2020
Total (inc Tax): \$7,700.00

(Signature)

VISA & MASTERCARD PAYMENTS ACCEPTED (+ 1.5%)

_____/_____/_____
(Date)

Special Conditions: * Guarantee void of damage caused by excess moisture * Invoice will not be altered for tax purposes * 10% cancellation fee applies after written acceptance has been received. * A "day-rate" fee will be chargeable if work is unable to commence due to site conditions once a start date has been agreed.



35m² of previous
cement repointing

22.5 m²

Replace 35. Bricks



21.5m²

6 bricks



7 bricks







35m²

20 bricks



16m²
7 bricks



Local Government Review Panel

Final Report

Recommendations for a new Local Government Act
for Western Australia

May 2020



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FOREWORD

'Rates, Roads and Rubbish' was a catch-cry I heard frequently when I was elected to Local Government 15 years ago. This 'Roads Boards' viewpoint was not appropriate then, and is certainly not fit-for-purpose for Western Australian communities in 2020 and into the future.

Since the 1995 Act was proclaimed, our society and the technologies we use continue to change at an unstoppable pace, and with this change, community needs and expectations of local government are also increasing. These demands on the sector will continue to expand, especially in the aftermath of, and recovery from, the COVID-19 pandemic.

The recommendations in this review are a road-map to more agile and inclusive local governments, with a clear purpose to deliver for the enhanced wellbeing of their communities.

A new legislative framework that ensures community consultation and integrated planning is a centrepiece of a local government's operations, as well as an emphasis on regional and intergovernmental collaboration.

The recommended renewed focus on integrity, self-regulation and accountability will give local governments the tools to ensure good governance and continuous improvement.

An Act based on this report would prepare local governments in Western Australia not just for the challenges of today, or the next few years, but for the long-term, and would put them in good stead to continue to foster healthy, connected and engaged local communities.

Thank you to the many contributors to this report, including those in the sector and community who made a submission or otherwise assisted in the process.

I especially thank panel members for their significant individual contributions, as well as the secretariat at the Department who supported the panel with high quality research and assistance, as without their diligence, this report would not have been possible.

David Michael MLA
Chair



BACKGROUND

In 2017 the McGowan Government announced a review of the *Local Government Act 1995*. This is the most significant and comprehensive reform of local government legislation conducted in more than two decades. The objective is for Western Australia to have a new, modern Act that empowers local governments to better deliver for the community. The vision is for local governments to be agile, smart and inclusive.

Given the breadth of matters covered by the Local Government Act, a staged approach to the review has been adopted:

- Stage one: priority reforms
- Stage two: wide ranging reforms

The majority of the stage one priority reforms are now in place following the passage of the *Local Government Legislation Amendment Act 2019*. These reforms include:

- A new gift framework for elected members;
- A mandatory online induction for all candidates;
- Universal training for elected members;
- Changes to the Standards Panel; and
- Easier access to information to provide greater transparency to the community.

The remaining priority reforms which are expected to be implemented later this year include:

- New mandatory code of conduct for elected members, committee members and candidates;
- Best practice standards for Chief Executive Officer (CEO) recruitment, performance review and early termination; and
- Further transparency measures.

Extensive community consultation was conducted on stage two topics between September 2018 and March 2019 by the Department of Local Government, Sport and Cultural Industries (the Department) with the input of a stakeholder reference group.

More than 3,000 survey responses and written submissions were received from community members, ratepayer associations, industry groups, local governments, elected members, and peak bodies.

After this significant community and sector consultation to better understand the issues confronting local government, the areas in need of reform and possible options for reform, a panel of experts was formed to provide more detailed consideration and to develop policy responses to guide the development of the new Act. The role of the Panel was to guide the review's strategic direction and to consider and recommend high level guiding principles of the new Act.



The members of the Panel are:

- Mr David Michael MLA, Member for Balcatta (Chair)
- Professor John Phillimore, Executive Director, John Curtin Institute of Public Policy
- Mr Graham Sansom, Adjunct Professor, Institute for Public Policy and Governance, University of Technology Sydney
- Ms Anne Wood, Partner, Kott Gunning Lawyers
- Mr Henry Zelones OAM LGM JP, former Mayor City of Armadale
- Mr Duncan Ord OAM, Director General, Department of Local Government, Sport and Cultural Industries

Commencing in November 2019, the Panel formally met on nine occasions. In addition, invitations were extended to a range of organisations to provide advice and test ideas at separate roundtables.

It should be noted that an overwhelming majority of recommendations were agreed to unanimously by all members of the panel, with only a small number either having a minority of panellists expressing an opposing view or excluding themselves due to a potential conflict of interest.

Meetings were structured around the following six broad topic areas:

1. A Vision for Local Government
2. Planning for a New Local Government Act
3. Supporting Communities and Local Democracy
4. Growing the Economy
5. Sustainable Service Delivery
6. Building Trust and Integrity

This report reflects the work of the Panel. It is divided into two sections: Part A provides the strategic overarching direction, with Part B outlining the Panel's detailed recommendations within that framework.



PART A – THE STRATEGIC FRAMEWORK

The Minister asked the Panel members to consider and recommend overarching, high-level directions for local government that would flow into policies and principles to guide the development of a 'new' Local Government Act. This Part of the Panel's report sets out a strategic framework for the new Act that addresses not only the underlying issues identified when the Panel began its work, but crucially the emerging imperatives that flow from the COVID-19 crisis and its aftermath.

Why a 'New' Act?

When the Western Australia Government launched the Local Government Act Review its objectives were to produce 'a new, modern Act that empowers local governments to better deliver for the community', and that local government should be 'Agile, Smart and Inclusive'. Those objectives remain valid, but there is now also the question of how they can and should be pursued in the aftermath of COVID-19.

Western Australia's system of local government has remained largely unchanged for several decades. Even before the COVID-19 crisis, local governments demonstrated the full spectrum of capacities and behaviours, ranging from outstanding to good, to average, to, in a few cases, poor. This is not surprising given the very large number of local governments and their variable size and capacity. Many have responded positively and swiftly to the crisis with initiatives to support local communities and businesses – through rate freezes, waiving of fees, increased flexibility in dealing with planning applications, and so on – complementing the State government's initiatives. However, the crisis has also highlighted the system's limited capacity, sustainability and resilience. Rather than being a crucial and reliable source of support to communities, many local governments themselves require considerable funding from other levels of government simply to perform their basic statutory obligations and keep their operations running, rather than to expand services.

Having numerous local governments, including a majority that are small in terms of population and/or area and that lack financial and human resources, also makes the system cumbersome and costly to operate. In addition to financial support, local government requires significant State Government resources for oversight, advice, capacity building and regulation, including interventions to ensure good governance.

Further areas of concern are the generally low levels of community participation and regional cooperation. Local government should be truly the level of government 'closest to the people', but the system of voluntary, first-past-the-post voting attracts only a low turnout at elections, and the extent to which many councils can be considered to be properly representative of their diverse communities can be questioned. At the same time, only limited use is being made of opportunities for local governments to share information, skills and resources at a regional level, and to undertake collaborative planning and service delivery.

So, can local government in Western Australia 'better deliver for the community' without fundamental change? Is it sufficient for councils simply to perform their current functions more efficiently and effectively? What sort of local government will be needed to tackle a slow and fragile post-COVID-19 recovery and to play a valued ongoing role in advancing community wellbeing and regional development?



The Panel's view is that the new Act must address these questions and underpin a program of systemic reform to ensure that local government can meet the needs of communities in what may well be a very different operating environment. The Act itself must be truly renewed. It should look and feel different, 'tell the story' of change, and outline a fresh agenda. The Panel's package of key reforms is set out below.

What Sort of 'New' Act?

Local Government Acts are among the most lengthy and complex pieces of legislation in any jurisdiction. As a result, their strategic intent and important linkages between different sections of the Act can easily be lost in the mass of detail. Currently the 1995 Western Australia Act and Regulations run to more than 700 pages, while there are also elements of the *Local Government (Miscellaneous Provisions) Act 1960* that are still operational.

Some jurisdictions have tackled this problem by having multiple Acts: Queensland has a separate Electoral Act; New Zealand has a separate Rating Act; British Columbia has a 'Community Charter' that deals with key elements of local democracy and complements the Local Government Act.

So, what should a new Western Australian Act look like? How can it 'tell a story' rather than swamp the reader (and the sector) with a torrent of regulatory detail? The Panel proposes the following:

- Start with an introductory section that sets the tone – the Northern Territory Act offers an excellent example of how this can be done (refer to **Attachment 1**).
- Structure the new Act around strategic issues and the ways in which local government relates to its communities and partners, rather than the mechanics of local administration.
- Include sets of principles that offer guidance on how key objectives of the new Act should be pursued.
- Shorten the main text considerably (aim for at least a 50% reduction) by consigning regulatory detail to schedules or a separate 'operations' Act (the Panel was advised that extensive use of schedules may be inconsistent with current drafting practice).
- Incorporate new measures to expand self-regulation (notably independent Audit, Risk and Improvement Committees) as part of a flexible regulatory regime that can respond quickly to unexpected circumstances (such as COVID-19).
- Minimise the use of Regulations (which tends to enable more extensive and detailed oversight and intervention, and which requires time-consuming parliamentary drafting) by providing standardised guidelines and model codes, charters and local laws. Local governments could modify these 'minimum' provisions but would have to justify significant departures from them to the Joint Standing Committee on Delegated Legislation.

Moving Quickly

The current direction of the review, reflected in the initial instructions to the Panel, is for a complete re-write of the existing Local Government Act. However, experience in other States indicates that will require more resources than appear available at present and take a very long time, and that bold new directions may get lost along the way. The Panel is therefore of the view that the Government's objectives could best be achieved by developing the new Act in two stages, focusing first on a limited number of strategic elements (such as overarching principles, building the sector's capacity, Integrated Planning and Reporting (IPR), and enhanced accountability), while leaving matters of operational detail (a number of which require further investigation) until later.



The Panel also believes that the Government needs to legislate as soon as possible in order to strengthen local government's capacity for the post-COVID-19 recovery and likely ongoing changes in its operating environment. While it appreciates that resources are currently focused on short-term responses to the impact of COVID-19, the Panel's assessment is that a substantial package of strategic changes to the Local Government Act is required within months, not years. This could be done in one of three ways:

- (a) Amend and restructure the existing Local Government Act to bring together its key strategic elements as a 'front end', but leaving most of its provisions unchanged for the time being;
- (b) A new 'framework' Act initially limited to essential changes, but which would later progressively absorb updated material from the current Act (along the lines of the approach taken previously when the *Local Government Act 1995* and the *Local Government (Miscellaneous Provisions) Act 1960* replaced the *Local Government Act 1960*); or
- (c) A permanent 'companion' Act to the current Act that deals with 'high-level directions' (similar to the approach taken in British Columbia with its 'Community Charter' Act).

The decision on how to proceed is of course one for Government and will depend on several factors including other Parliamentary priorities. On balance, the Panel favours options (b) or (c), which most decisively reflect the Government's commitment to produce a 'new' Act – something that 'looks and feels' different. The risk with option (a) is that it could become too complex and might boil down to just a series of amendments scattered through hundreds of pages of existing provisions, without clearly setting out a fresh agenda. This is what happened after the 2013 review in New South Wales.

The High-Level Package

The critical high-level elements of the legislative package proposed by the Panel are detailed below. These elements need to be drafted and juxtaposed in a new or restructured Act or Acts in such a way that the inter-relationships between them are made clear. In several instances supportive policy statements will be essential to convey fully Government's intentions.

Clear Legislative Intent

- **An introductory section** that acknowledges the status of local government as a sphere of government and the importance of all facets of local democracy; that recognises the rights and interests of Aboriginal peoples; that focuses on the need to enhance community wellbeing, including acceptable standards of local government service delivery for all; and that calls for open, accountable and ethical governance (refer to **Attachment 1** for an example).
- **A statement of the role and functions of local governments**, including the power of general competence (refer to **Attachment 2** for an example of the functions of a local government).
- **Guiding principles** for effective local and regional governance, complemented by more detailed policy principles in those parts of the Act for IPR, community engagement, decision-making, financial management, integrity and inter-government relations.



An Agile System

- **Establishment of a Local Government Commission** that brings together and extends the work of the Grants Commission and Advisory Board to promote and facilitate capacity building and continuous improvement across the sector as well as, where necessary, structural reform (including mergers and/or regional governance).
- **A fresh approach to enabling structural reform**, including voluntary mergers and the option of replacing merged councils with community boards (see below) – recognising that the ‘Dadour’ provisions can now be by-passed by simply extending the boundaries of one council to subsume its neighbour, and the consequent need for a new pathway for change (refer to **Attachment 3** for an example).
- **Expanded regional cooperation**, including streamlined arrangements for the establishment of joint subsidiaries (which could then replace existing regional local governments); requirements for cooperative regional planning as part of IPR; and if necessary, a new form of ‘regional authority’ that overlays local government areas and can bring together local governments, state and federal agencies and other key stakeholders (for example Aboriginal communities) to address specific issues.
- **Advancing inter-governmental relations** through a set of legislated principles that could be linked to the State Local Government Partnership Agreement (refer to **Attachment 4** for an example); additional consultative mechanisms if required; and arrangements for collaborative governance at the regional level (including involvement of federal agencies where appropriate).

Inclusive Local Democracy

- **Specific provisions for engagement with Aboriginal peoples and communities**, including new consultative mechanisms and an obligation to plan for, and where appropriate undertake, delivery of essential services to local communities.
- **Four-yearly elections for all councillors**, plus a continued requirement for regular ‘representation reviews’ that involve the community in consideration of electoral issues such as the number of councillors, how the mayor is elected, the use of wards and whether the councillors are sufficiently representative of the broader community.
- **Re-definition of roles and responsibilities** for the governing body of council (councillors working collectively), mayors, individual councillors and CEOs, coupled with the new principles for decision-making.
- **More effective community engagement and governance**, including a requirement for all local governments to formulate and adhere to a Community Engagement Charter and an option to establish community boards in selected localities (similar to the New Zealand model).



Smart Planning and Efficient Service Delivery

- **Improved IPR**, clearly positioned as the centrepiece of local governments' operations and linking strategic and corporate planning, regional cooperation, community engagement, financial management, service delivery and monitoring and reporting of outcomes.
- **Increased Ratepayer Value for Money** through the introduction of a Rating and Revenue Strategy to increase IPR transparency in setting rates, fees and charges, aligning services and programs to the IPR framework, a new focus on continuous improvement and reporting on a wider set of financial and service delivery indicators.
- **Modernised financial management**, based on a new set of principles, and including requirements for program budgets and regular service reviews involving community consultation.
- **New provisions for local and joint subsidiaries** that enable local governments to play an effective role in economic and regional development, and in the case of joint subsidiaries, provide a vehicle for regional cooperation.
- **Ensuring a minimum level of service** from local government is available to all Western Australians

Enhanced Accountability, Self-Regulation and Integrity

- **Robust accountability and self-regulation** through standardised performance and annual reporting; a revamped Annual Community Meeting along the lines of a company Annual General Meeting; and the establishment of independent Audit, Risk and Improvement Committees to undertake a wide range of internal audit functions and ensure good governance and continuous improvement.
- **A renewed focus on integrity** through the work of Audit, Risk and Improvement Committees and the establishment of a new Office of the Independent Assessor to deal with conduct complaints (similar to the Queensland model).
- **Rigorous training and professional development** of mayors/presidents, councillors and CEOs.
- **A new 'early intervention' framework** to support local governments experiencing governance or operational problems (a variation of the Victorian model of municipal monitors).



PART B – DETAILED RECOMMENDATIONS

Clear Legislative Intent

Introduction

1. The Panel recommends that the new Act be structured and drafted in such a way as to highlight the key strategic elements set out in Part A of this report, and that further consideration be given to the ‘two Acts’ options presented in Part A, at least as a transitional measure.

The basis for this recommendation was explained in Part A. The Panel considers it essential to move decisively and as quickly as possible to strengthen the capacity and resilience of Western Australian local government, and to set a fresh agenda, particularly in light of the COVID-19 crisis and its likely aftermath.

2. The Panel recommends the following statement of intent (vision) for a new Act:

An Act to provide for a system of local government relevant to Western Australia that develops and supports sustainable, accountable, collaborative and capable local governments through democratic representation, the provision of services, opportunities and enhanced well-being for each and every community.

It was determined that the vision for local government included in a new Act should be responsive to the changing face of Western Australia’s communities. The long title of a legislative instrument is intended to provide a clear statement of the legislature’s intention. The Panel considered how a statement of intent (vision) for a local government legislative framework would meet the future needs of Western Australia’s communities and local government sector.

3. The Panel recommends the adoption of the following objectives for a new Act:
 - a. Democratic and accountable local government that recognises the diversity of and within Western Australia’s communities.
 - b. Recognition of the specific needs and culture of Western Australia’s Aboriginal people.
 - c. Promotion and improvement of the community’s economic, social and environmental well-being.
 - d. An adaptive and forward-looking legislative framework, which supports and enables councils to provide local leadership for the whole community, and to collaborate with each other and with other key stakeholders at a regional level.
 - e. Open and transparent community participation in the decisions and affairs of local governments.
 - f. Enhanced capability of the local government sector, with a focus on continuous improvement and sustainability.
 - g. Efficient and effective service delivery and regulation that is responsive to current and future community needs.



- h. **Informed decision-making by local governments which is in the interest of their communities, within a legislative framework that supports balance and certainty in relation to the different interests of their communities.**
- i. **Accountability of local governments to their communities through processes that demonstrate good governance.**
- j. **Support for approaches and opportunities which foster collaboration and cooperation both within the local government sector and across all levels of Government.**

The Panel considered what the objectives for a legislative framework would be to support local governments having the agility, adaptability and flexibility to respond to changing community expectations and technology, and deliver long-term sustainability. In doing so, the Panel considered examples from across Australian jurisdictions and international best practice.

4. The Panel recommends an Act that is considerably shorter, less prescriptive and minimises the use of regulations by establishing clear principles, robust processes, model charters, guidelines and templates.

The Panel endorsed the Western Australian Local Government Association's (WALGA) call for a principles-based approach to the development of a new legislative framework.

This approach needs to be supported by robust processes for planning and decision-making, as well as model charters, guidelines and templates to set appropriate standards in areas such as establishment of subsidiaries, community engagement and local laws.

An enhanced internal audit and reporting regime is also essential to promote effective self-regulation and greater accountability to local communities (refer to Recommendation 59 regarding Audit, Risk and Improvement Committees).

5. The Panel recognises the diversity of local governments in Western Australia and supports a new Act which is responsive to this but does not recommend the adoption of a multi-tiered legislative framework.

The Panel considered the capacity and capability of Western Australia's local government sector more broadly, and the application of a legislative framework to support this.

The Panel explored having different requirements and obligations under the new Act depending on a local government's size, scale and/or demographics. However, finding the balance of what local governments should be required to do and for what reasons proved difficult. The Panel decided that a more practical approach was for the new Act to apply minimum standards to all local governments and, where applicable, to provide flexibility within the new Act that enables a diversity of obligations to be placed on or assumed by local governments dependent on their capacity and capability.



The Role and Functions of Local Government

- 6. The Panel recommends the inclusion of a statement of the role and principal functions of local governments that makes it clear their basic statutory responsibilities, retaining the overall power of general competency in the current Local Government Act.**

Communities and stakeholders need to be able to distinguish between local governments' basic statutory responsibilities for planning, service delivery and good governance on the one hand, and their discretionary activities on the other. This can be achieved by including a short statement that summarises statutory obligations. The South Australian Act offers a useful model (refer to **Attachment 2**).

The power of general competence provides significant autonomy to local governments. Under the *Local Government Act 1995* local governments are considered to be autonomous bodies established to provide for the good government of persons in their district. This general competency power is not, however, unlimited – local governments must comply with Commonwealth and State legislation.

Guiding Principles

- 7. The Panel recommends that the following overarching guiding principles are included in the new Act:**

To ensure the system of local government is sustainable, accountable, collaborative and capable, councils should:

- a. **Provide democratic and effective representation, leadership, planning and decision-making;**
- b. **Be transparent and accountable for decisions and omissions;**
- c. **Be flexible, adaptive and responsive to the diverse interests and needs of their local communities, including the traditional owners of the land;**
- d. **Consider the long term and cumulative effects of actions on future generations;**
- e. **Ensure that, as a general rule, all relevant information is released publicly, readily available and easy to understand;**
- f. **Provide services in an equitable manner that is responsive and accessible to the diverse needs of the community;**
- g. **Seek to continuously improve service delivery to the community in response to performance monitoring;**
- h. **Collaborate and form partnerships with other councils and regional bodies for the purposes of delivering cost-effective services and integrated planning, while maintaining local representation of communities and facilitating community benefit; and**
- i. **Participate with other councils and with the State and Federal government in planning and delivery of services, setting public policy and achieving regional, State and Federal objectives.**



When developing the principles, the Panel considered the following to be important:

- Local governments should be effective, accountable and transparent institutions with inclusive processes which actively engage communities, build trust in government, and are responsive to their communities' needs;
- A collaborative approach across all levels of government to support sustainable development and effective decision making for the economic, social and environmental well-being of all Western Australians;
- A system of local government which supports continuous improvement and a highly capable local government sector, with accountable councils and administrations.
- Transparent and appropriate governance processes which uphold principles of integrity and build trust in the local government sector.



An Agile System

Establishment of a Local Government Commission

8. The Panel recommends:

- a. The Local Government Grants Commission and the Local Government Advisory Board should be combined into a single body responsible to the Minister and named the Local Government Commission, and including the functions of the Grants Commission in accordance with Commonwealth legislation.
- b. The role of the Local Government Commission should be to:
 - (i) Provide recommendations on major local government boundary changes, amalgamations and other necessary reforms;
 - (ii) Manage the distribution of Commonwealth grant funding to local governments in WA; and
 - (iii) Monitor the overall health and performance of the local government sector by identifying key issues and trends, and advise the Government and sector peak bodies accordingly.
- c. Members should be appointed to the Local Government Commission on the basis of their skills rather than as representatives.
- d. The Local Government Commission should consider the financial viability of local governments in making recommendations to the Minister.
- e. The Minister and sector peak bodies should have the power to refer matters to the Commission for assessment and advice.
- f. The Commission should play an independent role in monitoring the capacity and the financial health of the sector in collaboration with the Auditor General.
- g. Minor boundary adjustments where both local governments agree should be handled by the department.

The Panel considered that there were substantial opportunities and benefits in combining the existing Grants Commission and Advisory Board and in providing the new body with a more strategic role. The Grants Commission has access to considerable financial data on local governments and an understanding of the challenges facing the sector. This could be valuable in making recommendations to the Minister on boundary changes and other matters.

The Grants Commission's visiting program also means that it is in a position to identify and promote best practice and to identify local governments that would benefit from capacity building.

It was agreed that the new body should continue to provide recommendations on significant local government boundary changes and amalgamations, including all of those proposals where parties were not in agreement. To remove unnecessary regulatory burden, boundary changes of a minor nature which had the agreement of both local governments and the ratepayers in the affected area should be handled by the department in a streamlined process. Examples of this would be changing the responsibility for a road or park, or ensuring that a property (such as a farm) is in a single district.



In addition to managing the distribution of Commonwealth grant funding to local governments in Western Australia and making recommendations on boundary changes, the role of the combined body should include monitoring the overall health of the sector by identifying issues and trends and advising the Minister. This combined body should be charged with providing frank and fearless advice to the Minister, the department, and local governments.

The new body should be constituted of members of varied skills, with administrative support provided by the department.

Enabling Structural Reform

9. **The Panel supports a legislative framework for a system of local government which promotes local democracy and has the in-built flexibility to enable different models of governance which facilitate community participation, provide for representation of the whole community, and for efficient and effective service-delivery for the community.**
10. **The Panel recommends that through their Partnership Agreement and the proposed Local Government Commission, State and local government consider options to facilitate structural reform that will strengthen the capacity and resilience of the local government system. Those options should include:**
 - a. **Revised processes for boundary changes and mergers.**
 - b. **Substantially increased cooperation between local governments through an enhanced model of joint subsidiaries.**
 - c. **Provision for the establishment of community boards within local government areas.**

Making specific proposals for structural reform – in particular ‘forced’ amalgamations – was beyond the Panel’s terms of reference. However, as noted in Part A of this report, the COVID-19 crisis has focused attention on the need to maximise the capacity and resilience of the *system* of local government. Various options for structural reform have a role to play, and the new Act should include measures to facilitate necessary adjustments.

The Panel sees significant flaws in the current provisions for boundary changes and amalgamations of local government areas. Procedures for minor boundary changes appear unnecessarily complex, whilst the use of the boundary change mechanism to undertake de facto amalgamations – as approved by the Supreme Court in 2014 – raises serious issues about due process. It effectively bypasses the ‘Dadour’ provisions for local referenda, which themselves can be seen as unduly restrictive when local government needs to adapt to changing circumstances.

These issues have been debated repeatedly across Australia. The Panel saw potential in the new provisions for boundary changes and mergers adopted in early 2019 in South Australia (sections 26-28). The process was negotiated with the Local Government Association. It is based on a set of principles (refer to **Attachment 3**); administered *independently* by the Grants Commission; requires detailed investigation and extensive community consultation on major boundary adjustments and amalgamations; but has no requirement for referenda.



The new Local Government Commission proposed under Recommendation 8 could play a similar role in Western Australia, monitoring the capacity and health of the local government system, identifying action required to address any deficiencies, and handling major boundary changes. The Panel is also recommending that the structural reform 'toolkit' be augmented with an improved model of joint subsidiaries (Recommendations 14 and 39), plus a new option for establishing community boards (Recommendation 11). Robust, multi-functional joint subsidiaries could offer an alternative to amalgamations, whilst community boards could be used to maintain local identity, democracy and services in merged local government areas.

11. The Panel recommends an additional legislative option for local governments to establish community boards.

The Panel noted that with 137 local governments ranging in populations from less than 200 to over 200,000, Western Australian local governments can be either too small to meet their responsibilities, or too big to be properly representative of different localities within them, and respond adequately to varying community needs and demands. Accordingly, there is a need for mechanisms in the new Act that would, on the one hand, encourage small councils to combine their efforts 'upwards' through regional cooperation and/or mergers, and on the other, enable large councils to devolve some of their responsibilities 'downwards' in order to promote effective community governance.

The Panel concluded that the new Act should therefore include an option for local governments to establish community boards along the lines of those that have operated successfully in New Zealand for more than 30 years, but with flexibility to tailor implementation of the model to particular local circumstances. Community boards could either replace councils that have been merged into a larger entity, thus maintaining local identity and democracy in former local government areas; or be established for specific localities within a large local government area – a suburb or group of suburbs, a rural district with a distinct identity and a sense of community, a town within a large shire, a remote Aboriginal settlement, and so on.

Key features of the community boards model should include:

- Ultimate authority to rest with the 'parent' local government, which would determine the functions and budgets (if any) of boards in its area – the boards would not be incorporated as local governments in their own right.
- Empowering the Local Government Commission to require the establishment of boards as part of a merger.
- Giving local communities the right to petition the Local Government Commission for the establishment of a board.
- No requirement for boards to cover the whole of a local government area.
- Membership options ranging from a majority being locally elected to all members being appointed by the 'parent' local government after a community nomination process.
- Mechanisms for boards to advocate to the 'parent' local government on behalf of their communities, and to play a significant advisory role in planning and budgeting processes.



Expanded Regional Cooperation

12. The Panel recommends that the new Act should promote and mandate expanded regional cooperation between local governments by:

- a. Making increased collaboration a specific objective and principle.**
- b. Providing an improved model of joint (regional) subsidiaries that can be used for strategic planning, resource sharing, shared services delivery and commercial enterprises (see also Recommendations 14 and 39).**
- c. Requiring regional cooperation as part of IPR (see also Recommendation 35).**

13. The Panel recommends that consideration also be given to the potential need for a new form of 'regional authority' to enable collaboration on specific issues between governments and with other key stakeholders.

While there are promising signs of increasing regional cooperation between local governments for certain functions and in some parts of the state, the Panel formed the view that much more could and should be done – as proposed in WALGA's 2008 report *The Journey: Sustainability into the Future*. The evident limitations of the current model of regional subsidiaries is a particular concern. The Panel proposes that increased collaborative working should be framed as a specific objective of the new Act: that could be realised through a streamlined model of joint subsidiaries and by adding a regional dimension to IPR, as explained under Recommendations 34 and 35.

The Panel also noted the potential need for a new form of collaborative 'regional authority' that overlays local government areas and can bring together local governments, state (and where necessary, federal) agencies and other key stakeholders to address specific issues. Such an arrangement might be required when regional issues, such as provision of services to remote Aboriginal communities or complex environmental management problems, exceed the scope of local governments and joint subsidiaries.

14. The Panel recommends:

- a. The regional council model is discontinued.**
- b. A flexible model of joint (regional) and single (local) subsidiaries be introduced in order to enable:**
 - (i) collaboration between local governments; and/or**
 - (ii) involvement of local government in economic development including commercial activities.**

Greater cooperation and collaboration is one way to address financial sustainability and capacity of local governments without the fear of loss of identity. The Panel noted that there are a range of areas that could potentially be delivered jointly by local governments, such as corporate services, economic development, IPR, waste management and community planning.

The current Local Government Act provides for two formal approaches: regional local governments and regional subsidiaries. The Panel recommends that there would be benefits to having only one broader legislative model of collaboration. A single flexible model could reduce complexity and provide for a more tailored compliance regime. Local governments would still have the flexibility to enter into voluntary arrangements outside of the legislated model. This would remove the regional



local government model under the new Act, noting the need for appropriate transitional provisions for those already established.

Further discussion and recommendations on this new flexible model, including its use for economic development, can be found under Smarter Planning and Service Delivery at Recommendations 37 to 40.

Advancing Intergovernmental Cooperation

15. The Panel recommends that the new Act include a set of principles for intergovernmental relations that make clear local government's role and obligations as part of the broader system of government, and that underpin a range of ongoing arrangements such as the State Local Government Partnership.

The Panel welcomed the progress being made through the State Local Government Partnership Agreement. It appreciated the difficulty of requiring such agreements under legislation, but at the same time sees an opportunity to promote and support ongoing improvements to state-local relations by including relevant principles in the new Act. The British Columbia Community Charter Act includes a set of principles that may offer a starting point for further discussion (refer to **Attachment 4**). The Panel noted, however, that any set of principles must make clear not only the need for mutual respect, consultation and cooperation, but also local government's responsibility to see itself and act as *government*, and to accept its ongoing obligations to plan, deliver services and provide good governance as part of the broader public sector.



Inclusive Local Democracy

Relations with Aboriginal Peoples and Communities

16. **The Panel recommends that the new Act recognises the unique status of Aboriginal people as traditional owners of the land and ensures that they are empowered to engage in decision-making in their local communities.**
17. **The Panel recommends that further consideration is given to the manner of recognition, and the options for inclusion, engagement and shared decision making between local governments and Aboriginal communities, through consultation with the Department of Premier and Cabinet and the Aboriginal Advisory Council of Western Australia, and with reference to practices in other states, the Northern Territory and New Zealand.**

The Panel identified a need for the new Act to include specific provisions for engagement with Aboriginal peoples and communities, including new consultative mechanisms and an obligation to plan for, and where appropriate undertake, delivery of essential services to local communities.

The Panel noted that while legislative statements mandating general recognition of the diversity of communities are common in the local government context, statements recognising the unique role of Aboriginal people in the community and the potential role of local government in partnering to achieve outcomes are less common in local government legislation in Australian State jurisdictions.

Models that should be further explored include the *Local Government Act 2020* (Victoria) where the definition of 'municipal community' includes 'traditional owners of the land in the municipal'; the *Local Government Act 2002* (New Zealand) which specifically references the need to provide opportunities for Maori people to contribute to the decision making process and the *Local Government Act 2008* (Northern Territory) which includes in its preamble "the rights and interests of Indigenous traditional owners, as enshrined in the *Aboriginal Land Rights (Northern Territory) Act 1976* (Cth) and the *Native Title Act 1993* (Cth), must also be recognised and the delivery of local government services must be in harmony with those laws".

18. **The Panel recommends further consideration is given to the issue of service delivery by local governments in remote communities, and appropriate adjustments to Integrated Planning and Reporting requirements.**

There is a need for local governments to work closely with indigenous communities and accept their responsibilities to ensure that adequate services are offered to all citizens, by the local government itself and/or in conjunction with other governments and agencies. While it was recognised that there are unique challenges with service delivery to remote communities, IPR processes should require identification of their needs, plus effective engagement and shared decision making with Aboriginal people.



Elections

19. Optional preferential voting be adopted in place of the current first past the post system.

The Panel discussed voting methodologies and agreed that the first past the post system can often lead to outcomes that do not adequately represent the community's preferences with successful candidates being elected without a clear majority of votes.

There was support for the adoption of optional preferential voting, a variant to preferential voting whereby the voter can mark their preference of all or some of the candidates on the ballot paper, with "1" indicating their first preference. It was considered that this would provide results that are most representative of the community's views and would not require electors to vote for candidates about which they had little knowledge.

20. The principle of one vote per person be included in the legislation, subject to Recommendation 21 below.

21. Property franchise voting should be replaced with the requirement for local governments to introduce mechanisms for regular and effective consultation with the business community.

The Panel considered that there are two sides to local democracy: involvement in local decision-making to influence and inform the decisions that are being made by council, and elections. If structures and processes are in place to ensure all segments of the community are engaged, there may no longer be a need to extend election franchise beyond residents of the district.

The Panel noted that the introduction of compulsory voting was previously recommended by the Robson Review and was suggested by several submissions, but believes that before this change is considered, recommendations contained within this report should be implemented to increase voter participation and possibly negate the need for the introduction of compulsory voting.

The Panel considered democratic principles, the right of business owners and operators to participate in and inform local government decision-making, the relatively small take-up of the property electoral franchise and the administrative burden for local governments to retain a separate register for the small number of owner occupiers that are currently registered to vote. The Panel believed that there are other avenues that local governments could and should use to ensure that business and landowner views are adequately heard through mechanisms such as a business advisory group.

22. Local government elections are held once every four years, two years after but to otherwise accord with the timing of the State election.

The Panel discussed the merits and disadvantages of all elected members being elected at the same time. While acknowledging the potential for loss of corporate knowledge if no councillors were re-elected, the benefits of one election held every four years midway between State Government elections has the potential to increase participation and would reduce costs for local governments.



23. All local government elections should be overseen by the Western Australian Electoral Commissioner.

The Panel decided that the Western Australian Electoral Commission (WAEC) was the most appropriate organisation to coordinate local government elections. Having the one body responsible for conducting elections would allow for greater consistency across local governments. It was acknowledged that there would be higher costs associated with WAEC run elections; however, this would be offset by elections being held only every four years.

24. Provision in the new Act for electronic/online voting to be introduced in the future once the integrity of the process can be assured (including allowing for a pilot).

While believing that electronic and online voting was not yet mature enough to be introduced, the Panel decided that new technologies would be likely to become practical in the life of the new Act and that the legislation should allow for the piloting and introduction of these. In the event online voting is introduced, postal / in person voting should remain an option.

25. The Panel makes the following further recommendations in relation to elections:

a. Postal voting be required, with lodgement of these votes to be allowed in person on and before election day.

To improve equity, the Panel determined all elections should be postal with the ability to lodge those votes in person, including on election day, being retained. The need for voting to be able to be carried out via the post has been demonstrated by the current COVID-19 pandemic.

b. The election process extended to provide more time for the issuing and receipt of postal votes.

To optimise participation in the electoral process and in recognition of the changes to postal services in Australia, an extension to the electoral timeframe is recommended. This should allow additional time for the issuing of postal votes and more time for electors to return their votes. The timeframe should be set through regulations in consultation with the Western Australian Electoral Commissioner.

c. The information local government candidates must provide at nomination should be expanded to ensure that adequate information is given for voters to make an informed decision. Candidate nomination forms should also include declaration of membership of a political party and these forms should be published and available during the election period.

The Panel discussed methods to increase community knowledge of candidates including increasing the length of the candidate profile statements, providing more structure for these, and publishing candidate answers to WAEC approved questions on local governments' websites. The Panel was supportive of additional information being provided by candidates in local government elections. This would enable voters to make more informed voting decisions, rather than relying on the 150-word statement. This could be achieved through set questions in regulations to which candidates would respond in the form of a statutory declaration. The Victorian provisions serve as a model.



- d. A caretaker policy should be introduced barring elected members up for re-election from representing the council at events, handing out council grants or donations and moving substantive notices of motion in the period before the election, and a requirement to comply with this policy should be included in the Code of Conduct.**

The Panel also considered ways to increase transparency and accountability and reduce conflicts during a local government election period. The Panel agreed that the Code of Conduct should include caretaker provisions to be imposed from the close of nominations to the date of the election.

The Panel acknowledged the need to protect the CEO from potential conflicts during the caretaker period and, consistent with Recommendation 59, the CEO would no longer receive or investigate complaints.

- e. The donor and the candidate should co-sign each declaration of a gift made.**

In order to ensure integrity in the election process, the Panel agreed that there should be a requirement for the declaration of a gift to be signed by both the candidate and the donor.

- f. Donations via crowd funding platforms should be regulated so far as possible.**

The Panel also acknowledged the increasing likelihood that candidates will receive donations through crowd funding platforms which makes identifying individual donors difficult and determined that the department should investigate the legality and practicality of regulating crowd funding donations to ensure integrity in the election process is upheld.

26. In respect to elected member representation, the Panel recommends:

- a. Population should be used to determine the number of elected member positions:**
- (i) Population of up to 5,000 – 5 councillors (including President).**
 - (ii) Population of between 5,000 and 75,000 – 5 to 9 councillors (including Mayor/President).**
 - (iii) Population of above 75,000 – 9 to 15 councillors (including Mayor).**
- b. Ward boundary reviews, to ensure equitable representation is maintained, should be conducted every four years by the Office of the Electoral Distribution Commissioners, with the support of the WAEC and should be conducted using similar processes and principles that are in place for state electoral boundaries as contained in the *Electoral Act 1907*.**
- c. Current classification bands 3 and 4 should not have multiple wards unless the Local Government Commission permits it in the interests of ensuring local democracy is enabled in certain communities.**
- d. The changes to wards and elected member numbers due to the above recommendations should be phased in.**



The Panel gave careful consideration to the recommendations of the Local Government Advisory Board in relation to wards and councillor numbers. Wards in local governments with small populations were seen as unnecessarily increasing fragmentation and detracting from the requirement for elected members to act in the best interests of the entire community.

However, the Panel acknowledged there may be situations, for example remote communities, where it is important to ensure there is balanced representation on council. The Panel decided local governments in bands 3 and 4 can apply to the new Local Government Commission for wards should it be necessary to enable local democracy in their districts.

The Panel considered that it was desirable for councils to have an odd number of positions.

e. With the introduction of four-year elections, council elected mayors/presidents should be elected for two-year terms.

The Panel considered that it was important to provide a council with the ability to elect a new mayor/president to replace one who had lost the confidence of the other members of council within their four-year term. The Panel decided the fairest and most efficient way to do this was to have two year terms for council elected mayors and presidents which will provide the opportunity for council to replace them after this period should there be dissatisfaction with their performance amongst council.

f. No restriction should be placed on the number of terms an elected member or mayor/president can serve.

The Panel agreed that there should be no change made to the current situation with no limits applying to the number of terms a councillor and mayor/president can serve.

27. The Panel recommends further consideration should be given to strengthening the provisions of the City of Perth Act to reflect the unique role the City of Perth plays in the development of the State economy. In addition, consultation should be undertaken with the City of Perth and other relevant stakeholders as to whether property franchise voting should be retained in the City of Perth.

The Panel noted that property franchise voting may nevertheless be appropriate for the City of Perth and suggested that the Department could undertake further consultation to determine if the *City of Perth Act 2016* should be amended so property franchise voting continues to apply in the City of Perth.

The Panel recognised the *City of Perth Act 2016* might be appropriate legislation to further strengthen the relationship between the State Government, business and the City of Perth in promoting the social and economic interests of the whole State.



Redefinition of Roles and Responsibilities

28. The Panel recommends significant changes in the Act to the current statements of roles and responsibilities for mayors/presidents, councillors and CEOs and that the Act should include a new statement of responsibilities for the 'council' which captures the roles and responsibilities of all councillors acting collectively as the council.

The revised statements of roles and responsibilities seek to address more clearly the following issues:

- Community leadership
- Strategic planning
- Continuous improvement
- Executive function (for mayors/presidents)
- Guiding the CEO (for mayors/presidents)
- Training

29. The Panel recommends the following as the role of council:

The council —

- (a) considers the diversity of interests and needs of the local community;
- (b) is accountable to the community for the local government's performance;
- (c) ensures adequate opportunities and mechanisms for engagement with the local community;
- (d) ensures the timely development and adoption of the strategic plans, programs and policies of the council and promotes the effective and consistent implementation of these;
- (e) develops and adopts strategic plans and a budget for the local government;
- (f) keeps the local government's resource allocation, expenditure and activities and the efficiency and effectiveness of its service delivery, under review;
- (g) provides strategic direction to the CEO in order to achieve high-quality administration and performance of the local government's functions in accordance with the Local Government Act and local government's policies;
- (h) carries out an annual performance review of the CEO and in agreement with the CEO adopts Key Performance Targets for the following year;
- (i) provides a safe working environment for the CEO, officers and councillors;
- (j) reviews annually the delegations of the council; and
- (k) performs such other functions as are given to a council by this Act or any other written law.



30. The Panel recommends the following as the role of councillors:

A councillor —

- (a) without bias represents the current and future interests of all people who live, work and visit the district;
- (b) provides leadership and guidance to the community in the district;
- (c) facilitates communication between the community and the council;
- (d) accurately represents to the community the policies and decisions of the council;
- (e) participates in the development of strategic plans;
- (f) must be prepared to —
 - (i) participate with an open mind in the local government’s decision-making processes;
 - (ii) be an active and contributing member of the council; and
 - (iii) make considered and well-informed decisions;
- (g) makes all reasonable efforts to acquire and maintain the skills necessary to perform the role of councillor; and
- (h) performs such other functions as are given to a councillor by this Act or any other written law.

31. The Panel recommends the following as the role of the mayor/president:

In addition to the responsibilities of a councillor, the mayor or president —

- (a) provides leadership and guidance to the community in the whole district;
- (b) carries out civic and ceremonial duties on behalf of the local government;
- (c) acts as the principal spokesperson on behalf of the council and explains and upholds the decisions of the local government;
- (d) encourages good working relations between councillors, and between the council and the CEO;
- (e) provides guidance to councillors about what is expected of a councillor including in relation to:
 - (i) the role of a councillor;
 - (ii) the councillor code of conduct; and
 - (iii) standing orders
- (f) liaises with the CEO on the local government’s affairs and the performance of its functions;
- (g) presides at meetings in accordance with this Act;
- (h) leads the development of strategic plans;
- (i) promotes partnerships between the council and key stakeholders;
- (j) leads and facilitates the presentation of the annual Council budget;



- (k) initiates the annual performance appraisal of the CEO; and
- (l) performs such other functions as are given to the mayor or president by this Act or any other written law.

32. The Panel recommends the following as the functions of the CEO:

- (1) The CEO's functions are to —
 - (a) advise and assist the council in relation to the functions of a local government under this Act and other written laws;
 - (b) ensure that timely and accurate advice and information is available to the council so that informed decisions can be made;
 - (c) ensure that the mayor and other councillors are given the administrative and professional support necessary to effectively discharge their role;
 - (d) advise the council on appropriate forms of community engagement;
 - (e) advise and consult the mayor and council on the development and implementation of the strategic plans, programs, strategies and policies of the council;
 - (f) prepare, in consultation with the mayor and council, the draft budget;
 - (g) ensure that the policies and lawful decisions of the council are implemented in a timely and efficient manner;
 - (h) conduct the day-to-day management of the local government in accordance with the strategic plans, programs, strategies and policies of the council;
 - (i) ensure the effective and efficient management of the local government in a way that promotes —
 - (i) the effective, efficient and economical management of public resources;
 - (ii) excellence in service delivery; and
 - (iii) continual improvement;
 - (j) maintain systems to enable effective planning and accurate reporting of the financial and service performance of the local government to the council and community;
 - (k) speak publicly on behalf of the local government when approved by the mayor or president to do so;
 - (l) be responsible for the employment and management of local government employees, except with respect to the position of CEO, through management practices that —
 - (i) promote equal employment opportunities;
 - (ii) are responsive to the local government's policies and priorities; and
 - (iii) provide a safe working environment;



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- (m) ensure the local government complies with this Act and any other written law;
 - (n) ensure that records, proceedings and documents of the local government are properly kept for the purposes of this Act and any other written law; and
 - (o) perform any other function specified or delegated by the council or imposed under this Act or any other written law as a function to be performed by the CEO.
- (2) The CEO must inform and consult the council when determining, or making, significant changes to –
- (a) the organisational structure for the staff of the local government; or
 - (b) the processes, terms or conditions that are to apply to the appointment of senior executive officers; or
 - (c) the appraisal scheme that is to apply to senior executive officers.

Community Engagement and Governance

33. The Panel recommends that the following community engagement principles should be included in the new Act:

- a. Councils actively engage with their local communities;**
- b. Councils are responsive to the needs, interests and aspirations of individuals and groups within its community;**
- c. Community engagement processes have clearly defined objectives and scope;**
- d. Participants in community engagement have access to objective, relevant and timely information to inform their participation;**
- e. Participants in community engagement are representative of the persons and groups affected by the matter that is the subject of the community engagement;**
- f. Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement; and**
- g. Participants in community engagement are informed of the ways in which the community engagement process will influence council decision-making.**

The Panel considers the community key to the effective functioning of the local government, with the local government being there for and to respond to the community. It is therefore vital that all segments of the community are heard and can participate in decision-making.

34. The Panel recommends a Community Engagement Charter be required as a mechanism for guiding and enhancing community participation in local decision-making, and that a model charter be prepared to set parameters and provide guidance on mechanisms to be used.

The Panel agreed that all local governments should be required to have a Community Engagement Charter, with individual local governments responsible for ensuring they are fit for purpose. The



department should provide suitable guidance material and templates for those local governments that wish to utilise these.

The Panel proposed that triggers for consultation be included, such as borrowing, change of purpose in land use, and major changes to strategy.

The Panel considered that the Charter should be accessible, flexible, and include the deliberative community engagement requirements for IPR. The Charter should also include a reporting mechanism in the annual report.

The Panel believed that elected members have an important role to play in community engagement in listening to the community and that this should be outlined in the Charter. Training should be available to elected members in this area.

35. The Panel recommends the Annual Electors' Meeting is replaced by an Annual Community Meeting whereby:

- a. As a minimum, councils provide information on their achievements and future prospects;**
- b. Councils report on the local government's financial performance and performance against relevant Council Plans;**
- c. Both the mayor/president and the Chair of the Audit Committee address the meeting;**
- d. There is ample time for questions; and**
- e. Wider community participation is encouraged through different delivery mechanisms.**

The Panel recommended the retention of an annual meeting (to replace the Annual Electors' Meetings) which will facilitate community participation through more modern delivery mechanisms to reach people who may not be able to attend ordinary council meetings (for example, using Zoom and/or webinars). At this meeting there should be an annual performance statement made by the mayor/president, a report from the chair of the Audit, Risk and Improvement Committee and a question and answer session.



Smart Planning and Service Delivery

Enhanced Integrated Planning and Reporting

36. The Panel recommends the following IPR Principles are included in the new Act:

- a. Councils plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services to meet the diverse needs of the local community;
- b. Strategic planning identifies and incorporates, where appropriate, regional, State and Federal objectives and strategies concerning the economic, social, physical and environmental development and management of the community;
- c. Strategic planning addresses the community's vision;
- d. Strategic planning takes into account the resources needed for effective implementation;
- e. Strategic planning identifies and addresses the risks to effective implementation; and
- f. Strategic planning is a key accountability tool that provides for ongoing monitoring of progress and regular reviews to identify and address changing circumstances.

37. The Panel recommends:

- a. IPR be given greater prominence in the new Act as the centrepiece of 'smart' planning and service delivery.
- b. The new Local Government Commission and the department should take steps to improve understanding and skills across the sector to ensure consistent implementation of IPR requirements.
- c. IPR provisions in the Act should be expanded to include the issues currently covered in the regulations (suitably updated in accordance with these recommendations).
- d. IPR provisions and guidelines should be amended to, amongst other things –
 - (i) Highlight the central goal of advancing community well-being (economic, social, cultural and environmental).
 - (ii) Replace the current requirement for a Strategic Community Plan with a more flexible framework for 'Community Strategies'.
 - (iii) Reframe Corporate Business Plans as broader 'Council Plans' prepared by each incoming council.
 - (iv) Mandate deliberative community engagement in the preparation of both Community Strategies and Council Plans.
 - (v) Require a 'regional issues and priorities' section within Council Plans, to be prepared in consultation with neighbouring/nearby local governments.
- e. Provision should be made for a baseline reporting system as part of the IPR framework, and local governments should be required over time to report against a



wider range of performance measures covering financial management, service delivery, governance and community wellbeing.

- f. Annual reports should include a statement of performance against the objectives, programs and projects set out in Community Strategies and Council Plans.**
- g. The Audit, Risk and Improvement Committee (see Recommendations 53 and 54) should monitor the local government's performance in implementing the IPR framework, including compliance with relevant statutory obligations, and report its assessment to the community (for example, as an addendum to the council's annual report and/or as a statement to the Annual Community Meeting proposed in Recommendation 35).**
- h. That all IPR plans be reviewed every four years (to align with the new election cycle), two years or one year depending on the plan.**

The Panel believes that strengthening and reframing the Act's provisions for IPR would promote and link more effective strategic and corporate planning, regional cooperation, community engagement, financial management, service delivery, and monitoring and reporting of outcomes.

The Panel noted some excellent examples of emerging regional cooperation in strategic planning, and opportunities for creative use of IPR to promote a more holistic approach to community wellbeing, and in particular for collaborative planning with Aboriginal peoples and communities. However, it was concerned that the current IPR framework is not fully understood across the sector, and that implementation remains patchy. There is an evident need for more work to develop and explain the framework, and for further assistance to individual local governments and regional groups to enhance their ability both to meet basic IPR requirements, and to grasp opportunities to make better use of IPR as a tool to achieve desired outcomes for places and communities.

The Panel concluded that reframing the current requirements for Strategic Community Plans and Corporate Business Plans would be helpful in explaining the scope and intent of IPR. This would involve:

- Clarifying the difference between 'aspirational' strategies on the one hand, and plans that commit a council to pursue specific courses of action on the other.
- Demonstrating how IPR offers pathways for local governments to work together at a regional level, as well as to plan with communities for districts and neighbourhoods.

The Panel therefore proposes that Strategic Community Plans be replaced by multi-level 'Community Strategies' that could be prepared for regions, individual local government districts, and smaller areas/localities within a local government district. Corporate Business Plans should be reframed as broader 'Council Plans' that give effect (as far as possible) to Community Strategies. These proposals draw on current practice in Victoria (council plans and community planning) and New South Wales (joint organisations developing regional strategies).

The Panel also examined the requirement for Victorian local governments to report on a wide range of key performance indicators and considered this type of reporting to the community to be highly desirable. To alleviate the burden this could place on some local governments, it proposes that reporting should be phased in, starting with indicators for financial management, service delivery and governance, and expanding to broader well-being measures over time. Reporting should be made freely available through a statewide online platform.



Part of the reporting framework could be an annual declaration that the local government is successfully meeting its obligation to provide essential basic services to its community. This could be a function of the Audit, Risk and Improvement Committee.

Minimum Service Levels

38. The Panel recommends:

- a. **As a minimum, local governments must seek to identify and provide, or offer, to all its citizens, a minimum level of services to meet statutory obligations.**
- b. **The Minister should have the power to direct a local government if it fails to provide or offer these services.**
- c. **The new Act should incorporate financial sustainability principles which also link to the IPR framework.**
- d. **Local government services and programs should be aligned to the IPR framework.**
- e. **Local governments conduct regular reviews of services and service levels including community consultation.**

The Panel strongly believed that all citizens in Western Australia are entitled to a minimum level of service delivery, whether it be a metropolitan local government or a remote community. However, the diversity of the sector means that services may vary significantly between local governments. The Panel felt that while there are some services where it is reasonable to have discretion, there are some minimum services that all local governments must provide.

The Panel was cognisant of the financial constraints and capability of local governments to be able to deliver basic services and in some cases, providing services independently would be challenging. In these situations, local governments should collaborate using the joint subsidiary model.

As noted earlier, service delivery to remote communities was identified as an area that could be particularly challenging due to financial constraints, isolation and access (among other things). The Panel strongly supported identification of service needs through the IPR process and minimum services being delivered. However, financial and cultural barriers will sometimes need to be addressed through broader whole of government initiatives. New mechanisms may be needed to facilitate such initiatives (such as the South Australian Outback Communities Authority). A community should have the right to decline a particular service or services if they have other arrangements in place.

The Minister should have a qualified reserve power to intervene in certain situations and provide enforceable directions to local governments. This would include where minimum services were not being provided and in the event of a natural disaster or pandemic.

Local and Joint Subsidiaries

39. **The Panel recommends local governments should continue to play an active role in economic development at both local and regional levels. The IPR framework should encourage local governments to be cognisant of State Government plans when developing strategies for economic development.**



40. The Panel recommends that the new Act should provide the freedom for local governments to be involved in commercial activities where it is in the public interest and subject to competitive neutrality principles.

The Panel noted that local government provides an important stimulus in the economy, especially in regional areas, and that it is important that a legislative framework does not unnecessarily restrict the ability for local governments to be involved in economic development.

The Panel was of the view that there are not currently any specific barriers in the Local Government Act that hinder the ability for local government to grow their economy. They also noted that local governments' involvement in economic development should be voluntary, and subject to the needs and desires of the local community. The new Act should provide appropriate governance and accountability measures covering these activities.

41. The Panel recommends that 'beneficial enterprises' not be introduced as a new mechanism for local government commercial activities, but that instead an updated and more flexible subsidiary model should provide for the following:

- a. Local government autonomy to establish a single or joint subsidiary to:
 - (i) Carry out any scheme, work or undertaking on behalf of the council;
 - (ii) Manage or administer any property or facilities on behalf of the council;
 - (iii) Provide facilities or services on behalf of the council; and/or
 - (iv) Carry out any other functions on behalf of the council.
- b. The subsidiary to be established through a charter.
- c. The charter to be certified by an independent and suitably experienced legal practitioner as within power and National Competition Policy.
- d. Public notice of the proposal to establish the subsidiary to ensure that there are no private operators that would be significantly disadvantaged.
- e. The subsidiary to be able to undertake commercial activities (within the limits of competitive neutrality and a thorough risk assessment).
- f. The subsidiary to have the ability to acquire, hold, dispose of or otherwise deal with property.
- g. Dividends able to be paid to member local governments.
- h. The requirement for employees of the subsidiary to be employed under the same award or agreement conditions as the relevant local government/s and within the jurisdiction of the Western Australian Industrial Relations Commission.
- i. No requirement for ministerial approval at the outset, but reserve powers for the Minister for Local Government to intervene if issues arise should be included.

42. The Panel recommends local governments should utilise the subsidiary models and, as a general rule, should not form entities outside this, such as under the Associations Incorporation Act, except as a means of establishing or maintaining partnerships with other local or regional organisations in those instances where the local government is not the dominant party.



The Panel noted that the current regional subsidiaries model could be improved in relation to their establishment, scope of operations and governance. It was noted that the current model has not been utilised by the sector as its scope is perceived to be too limiting.

While the Panel supported local governments being innovative and able to operate when market failure is identified, it was of the view that the new Act should explicitly require that local governments operate in accordance with competitive neutrality principles when establishing a subsidiary and setting fees and charges.

The Panel also noted concerns that a local government may use a subsidiary to reduce employee pay and conditions and considered that this should be prohibited in the Act.

The introduction of a new subsidiaries model, similar to the Tasmanian model, would allow local governments the flexibility to operate on a commercial basis (within reason). It is recommended that if this is to occur, adequate controls would need to be introduced, including community consultation, model charters, appropriate reporting and audit measures and providing the ability for the Minister to intervene if considered necessary.

The legislative framework for the model should provide autonomy for local governments to establish a subsidiary without Ministerial oversight while retaining reserve powers for the Minister if required. There should be measures to ensure greater transparency and accountability to the community.

The Panel also discussed concerns with local governments using the Associations Incorporation Act to establish entities outside the Local Government Act and considered that as a general rule this be prohibited under the new Act. Local governments should encourage non-government providers to establish and govern associations where appropriate for community-led service delivery, with local governments only stepping in if the association cannot operate effectively or needs to be wound up.

Modernise Financial Management

43. The Panel recommends the following financial management principles be included in the new Act:

- a. Councils should have regard to achieving intergenerational equity, including ensuring the following:**
 - (i) Policy decisions are made after considering their financial effects on future generations;**
 - (ii) The current generation funds the cost of its services; and**
 - (iii) Long life infrastructure may appropriately be funded by borrowings.**
- b. Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with the council's financial policies and strategic plans;**
- c. Financial risks are monitored and managed prudently having regard to economic circumstances;**
- d. Financial policies and strategic plans, including the Revenue and Rating Strategy and Investment policy, seek to provide stability and predictability in the financial impact on the community; and**



- e. **Accounts and records that explain the financial operations and financial position of the council are kept.**
- 44. Having regard to the need for sound financial decision-making and accountability, the Panel recommends the following:**
- a. **Local governments should be required to adopt or justify departures from a model investment policy to the Audit, Risk and Improvement Committee and relevant State Government Agency.**
 - b. **Local governments should be able to use freehold land to secure debt.**
 - c. **Debt should not be used for recurrent expenditure except in an emergency situation.**
 - d. **Notice should continue to be required to be given for borrowings not included in the local government's annual budget.**
 - e. **Building upgrade finance is permitted for specific purposes such as cladding, heritage and green improvements.**
 - f. **Local governments should adopt program budgeting to more clearly show the actual cost of delivering a service or undertaking an activity.**
 - g. **Local governments should report on the percentage of their expenditure spent on local businesses in their annual report.**

It is important that local governments are enabled through the legislation to invest their reserves effectively to maximise revenue. Given that the funds are public money, this must be balanced to ensure that local governments and their communities are not unnecessarily exposed to risk. The Panel agreed that local governments should be required to prepare an investment policy, dealing with approved investments and risk levels amongst other things.

Local government legislation in Queensland contains a tiered investment structure, with local governments having the power to invest based on their tier. This takes into consideration risk levels and credit ratings. The Panel suggested that further expert analysis be undertaken to inform potential implementation in Western Australia.

Local governments generally have low levels of debt relative to security, income levels and service responsibilities. The Panel noted that there are benefits to using debt for financial management when the benefits of the capital investment are multi-generational. On this basis, the Panel recommended expanding the ability for local governments to use freehold land to secure debt.

Building upgrade finance, which is operating in some other jurisdictions, is a scheme whereby a local government administers loans issued by financiers to non-residential building owners to upgrade their buildings. The Panel saw merit in allowing the introduction of the scheme for prescribed purposes such as upgrading heritage buildings or environmental upgrades. The introduction of building upgrade finance will need to have appropriate safeguards in place which could be modelled on the approach used in other States.

The Panel was of the view that the budget needs to be more closely integrated with IPR processes. As one measure to achieve this alignment, local governments should transition to budgeting on the basis of service delivery. This would require each service or program to be fully costed, ensuring elected members (and ultimately the community) understand the cost of providing the service and



encourage critical review of costs. This would also allow the community to provide more informed input into the Council Plans.

Program budgeting will result in better information leading to more informed decisions. Reporting on actual cost of services could result in decisions to allocate limited resources in different ways and gain greater acceptance by the community.

The positive impact a local government can have on their local economy through using businesses within their district and region were noted by the Panel. The view was held that there would be benefits for the community in seeing how much the local government had spent locally and with which businesses. This would be included in the Annual Report as a “local content” report.

Procurement

45. The Panel recommends that local government procurement thresholds, rules and policies are, where applicable, aligned with the State Government, including (but not limited to):

- a. **Tender threshold (currently \$250,000);**
- b. **Procurement rules and methods for goods and services under the tender threshold;**
- c. **Procurement policies, including sustainable procurement, procuring from disability enterprises, buy local (where ‘local’ refers to Western Australia or a specific region of the state determined by the local government) and Aboriginal businesses; and**
- d. **Using TendersWA as the primary tender platform.**

The Panel agreed that procurement needs to be open, transparent, fair and ensure adequate market testing, value for money and local consideration.

The Panel supported aligning local government and State Government procurement frameworks, including the tender threshold, procurement rules under the tender threshold and the publication of tenders and high value contracts on TendersWA. By increasing consistency between State and local government, and transparency of procurement rules and processes it creates a business-friendly environment and increases confidence in the process.

Local governments should be able to advertise tenders on other platforms, in addition to TendersWA, if they so choose.

46. The Panel recommends the development of a model procurement policy for all local governments. If a local government chooses to deviate from the policy it should be required to explain its reasoning to the responsible State Government agency.

In keeping with the recommended alignment to the State procurement framework, a model procurement policy should be developed that is consistent, as much as practicable, with the State rules that apply for purchasing goods under the tender threshold. The Panel believed development of a model procurement policy would assist local governments with the procurement process and increase consistency between local governments. If a local government chose to deviate from the model, local governments should have to justify the deviation by explaining their reasoning.



47. The Panel recommends enhancing legislation to regulate and guide the establishment and management of panel contracts.

It was acknowledged that local government preferred supplier panels are important and need to be retained; however, their establishment and operation needs to be regulated. The Panel supported the continuance of the WALGA Preferred Supplier Panel, subject to regular oversight and checks and balances to ensure that it is constituted correctly and there is accountability.

48. The Panel recommends a requirement for local governments to have an open register of local businesses with local governments determining what is considered 'local' to their community.

The Panel recommended the introduction of an open register of local businesses where local businesses can register with the local government and outline the services and goods they provide. This will assist local governments to support local businesses when procuring goods under the tender threshold, and in informing them of open tenders. Local governments should determine what is considered 'local' to their community.

49. The Panel recommends breaches of the local government procurement rules to be referred to the Office of the Independent Assessor to use the appropriate powers under the new Local Government Act.

There are currently limited penalties for non-compliance with the procurement rules in the Local Government Act. The Panel supported the compliance model in the State Government procurement rules whereby greater oversight and less autonomy is the result of compliance breaches and believed the Office of the Independent Assessor should have the power to address cases of non-compliance. (See Recommendation 54 for more information on the Office of the Independent Assessor).

Rating and Revenue

50. The Panel recommends:

- a. **Rate capping should not be introduced.**
- b. **Local governments should be required to develop and publish a rates and revenue strategy, that would amongst other things replace the need to have fees and charges set in the annual budget.**
- c. **The Economic Regulatory Authority (ERA) should be asked to undertake a review of the rating system, including a thorough examination of the case for the current wide range of exemptions.**
- d. **The current rates exemptions should be retained until after the ERA review.**
- e. **Property owners seeking an exemption should be regularly required to prove they meet the criteria for an exemption.**
- f. **Local governments should charge a separate waste charge applying to all properties which have a waste service, including exempt properties.**



g. The Valuer General should be asked to undertake a review of the rating methodology with the aim of smoothing out significant fluctuations in valuations.

The Panel noted the importance of rates as local government's principal own source revenue, but equally the need to ensure transparency and fairness in the way rates are calculated and imposed.

With local governments increasingly being required to provide more services and to a higher level to their communities, as well as maintaining their existing assets, the Panel noted that there is concern as to how local governments will continue to fund this in the future given their limited revenue sources.

Of all revenue sources, the most important own source revenue for local governments is rates revenue. Local governments are permitted to impose differential general rates according to land zoning, land use (including if the land is vacant) or a combination of the two.

The Panel was supportive of local governments being required to develop a rates and revenue strategy, as is in place in other jurisdictions. The strategy would include the schedule of fees and charges set by local governments (currently included in the budget), the methodology where the fees are set at cost recovery, the rate/s in the dollar and associated objects and reasons for differential general rates. This would increase transparency for ratepayers and enable local governments to demonstrate the actual cost of services to consumers.

It was acknowledged that there are limitations on local governments' ability to raise revenue due to the current rate exemption categories. Rate exemptions result in local governments needing to cover the rates shortfall by other means, raising the funds from other groups of ratepayers or alternatively reducing services or asset maintenance.

It was accepted that there may be sound reasons why certain exempt categories should be retained, including linkages to State Government policies and initiatives. The Panel recommends that applicants should be required to prove each year that they still fit the criteria for the exemption, especially for organisations claiming charitable status.

51. The Panel recommends that local governments should be able to set reasonable fees and charges according to a rating and revenue strategy, with the oversight of the Audit, Risk and Improvement Committee.

52. The Panel recommends that local governments and State Government apply cost recovery principles when setting fees and charges.

While local governments have the power to set their own fees and charges generally, there are a number of fees and charges that local governments have no control over. Only a few of these are set under the current Local Government Act.

The Panel agreed that fees and charges set in legislation can provide consistency between local governments. It was also noted that while the fees and charges may be consistent, there is likely to be a different level of service provided by local governments.

It was also noted that while local governments are encouraged to adopt a cost recovery model when setting fees and charges, there may be circumstances where it is appropriate to set them lower for certain population groups (for example, seniors) or to encourage certain outcomes in the community.



Accountability, Self-Regulation and Integrity

Enhanced Accountability and Self-Regulation

- 53. The Panel recommends the role of audit committees be expanded to become Internal Audit, Risk and Improvement Committees and:**
- a. **The majority of the Committee members, including the Chair, should be independent of the local government and should be drawn from a suitably qualified panel.**
 - b. **To address the impost on small local governments, the committee could be established on a regional basis.**
- 54. The Panel recommends the main roles of the Audit, Risk and Improvement Committee should include:**
- a. **Developing an audit plan which focuses on compliance, risk (including procurement), financial management, fraud control, governance and delivery of the Council Plans;**
 - b. **Identifying continuous improvement opportunities and monitoring programs and projects in this area;**
 - c. **Conducting the mandatory internal audits as outlined in the audit plan; and**
 - d. **Providing advice to the council in relation to these matters.**

The Panel supported the expansion and strengthening of the role of local government audit committees to become Audit, Risk and Improvement Committees. Moving to a principles-based Act and providing local governments with more autonomy emphasises the need for self-regulation. This requires a robust process for accountability and transparency, justifying the need for the committee to have an independent chair. The Panel also concluded that, given the committee's expanded and critical role, there should be a majority of members not associated with the local government in any way and appointed and remunerated for their skills.

This aligns with the changes occurring within the State Government and the Office of the Auditor General recommendations.

Audit, Risk and Improvement Committees should be required to review matters such as compliance, risk management, financial management, fraud control and governance of the local government.

The Panel was of the view that an Audit, Risk and Improvement Committee could have a role in providing advice to council on decisions across a range of matters, including good governance, financial and risk management, and continuous improvement. The Chair could have a more public role, including in addressing council on relevant matters, reporting at the Annual Community Meeting and preparing a statement in the local government's annual report.

To address cost and access to suitable personnel to take on this role, regional Internal Audit, Risk and Improvement Committees should be permitted. In addition, consideration should be given to establishing a panel of approved independent members from which councils could choose.



Renewed Focus on Integrity

55. In relation to governance, the Panel recommends:

- a. Meeting procedures are standardised across all local governments, allowing for both a committee system and a public briefing system.
- b. Elected members should be required to lodge a declaration of interest as well as a confirmation of impartiality prior to meetings.
- c. Elected members who believe that they are unable to maintain impartiality on a particular matter should be permitted to withdraw from that part of the meeting provided a quorum is maintained.
- d. All votes should be recorded in the minutes on each motion with details of how each councillor voted.
- e. As a minimum, audio recordings of public parts of council meetings should be available on the local government's website when the minutes become available, with livestreaming to be encouraged.
- f. CEO contracts should be standardised and consistent with the Public Sector Commission's policy and relevant conditions for public sector employees.
- g. CEO contracts should be no more than five years and after two terms the local government must readvertise the position.
- h. The department should facilitate additional oversight in the recruitment and management processes of CEOs. This could include representation on the selection panel and/or screening of applicants.
- i. Primary and Annual Returns should include disclosure of membership of political parties and associations likely to be seen as exerting an influence on decision-making.

The Panel discussed ways to ensure council decision-making was transparent and accountable. It recommends that not only should actual conflicts of interest be declared before the council meeting, but that each councillor should make a declaration in relation to any item on the agenda on which they may not be impartial. This would include, for example, items where they had taken a public position or lobbied in relation to the matter before the meeting. If the councillor believes that they are unable to put those interests aside and make a decision in the best interests of the district as a whole, the person should be able to remove themselves from the meeting for that item, providing a quorum is maintained so that a vote can be taken. A declaration prior to the meeting would assist the CEO in determining whether or not a quorum is available for a matter.

While webcasting (livestreaming) of council meetings was preferred, given the technology constraints that could be experienced by some local governments, audio recordings of the meetings was considered as a practical minimum to ensure greater transparency in the decision making process. These recordings would be State records under the *State Records Act 2000*. The recordings should be required to be published on the website by the time the minutes were published.

The Panel agreed that the department should play an active role in assisting the council in the CEO recruitment and performance review processes. Another option is that prior to selection, the



Department could provide a reference check and possible recommendations for training for the shortlisted candidates for the positions of CEO.

To increase transparency and foster greater trust in local government, the Panel believed that elected members should declare in their Primary and Annual Returns interests that could be perceived as affecting decision-making. This would include membership of political parties, business associations and the holding of any office in an incorporated association such as a sporting club.

Expanded Requirements for Training and Professional Development

56. The Panel recommends the following in relation to training:

- a. New CEOs (including CEOs moving to a substantially larger local government) should be required to undertake training and ongoing professional development as recommended by the selection panel.**
- b. There should be compulsory induction training and ongoing professional development for all councillors, including specific programs for mayors and presidents.**
- c. Training modules for all councillors should include in-depth material on IPR and land use planning.**
- d. The Minister should have discretion to exempt completion of training within the stipulated time on compelling grounds.**
- e. Expanded use of peer review and support should be encouraged both to help improve the performance of individuals and local governments.**

The Panel discussed the importance of training for elected members, including training beyond the foundation units in such areas as land use planning. Additional training should also be required of mayors and presidents to provide them with such skills as leadership, conducting meetings and managing disputes. Training for new CEOs was also considered vital so that they had knowledge across the whole portfolio of their responsibilities. This need should be identified during the recruitment process and training should commence shortly after appointments are made. The Department could also identify training needs in CEOs and senior staff and advise the relevant mayor/president.

A New Early Intervention Framework

57. The Panel recommends that there should be an early intervention framework of monitoring to support local governments. The department should have additional powers to appoint and support the monitor with councils responsible for the direct costs of the monitor.

The Panel agreed that the department should assist councils through early intervention to remedy weaknesses and provide mentoring and support. This would be in addition to the department's role in policy development, legislation and statutory approvals.

A key benefit of an early intervention model would be the ability for the department to work with local governments to improve their performance, governance and compliance with legislation and to strengthen the capacity of local governments.



This model should enable the department to appoint a monitor to support local governments that are experiencing governance issues. The role of a monitor would be to observe governance processes and report back on issues; provide advice to councils that are experiencing governance issues, and to make recommendations to the Minister for Local Government for further action. The relevant council should be advised of the terms of the monitor appointment.

The Panel saw value in a power to extend the role of a monitor to temporarily take over certain functions of a local government when good governance practices are not being adopted or services are not being delivered to segments of the community.

They also saw value in Department staff having the right of access to council meetings, including closed meetings.

58. The Panel recommends the Minister should have the power to direct local governments and make declarations in respect to the Local Government Act during a declared state of emergency.

The COVID-19 situation has highlighted the need for the Minister to be able to direct local governments and make declarations without having to apply to the State Emergency Coordinator so that the Local Government Act can be applied flexibly and adapt to the changing environment of an emergency.

Establishment of an Office of the Independent Assessor

59. The Panel recommends establishing an Office of the Independent Assessor that should:

- a. Be an independent body to receive, investigate and assess complaints against elected members and undertake inquiries. This removes the CEO from being involved in processing and determining complaints.
- b. Be a statutory appointment by the Governor.
- c. Upon assessment, refer the complaint back to the council (behaviour-related), the State Administrative Tribunal (SAT) (serious breaches), or to another appropriate body (such as, Corruption and Crime Commission, Public Sector Commission, Ombudsman) according to the subject of the complaint.
- d. Replace the Standards Panel by investigating and making determinations on Rules of Conduct breaches. SAT will determine the penalties.
- e. Amongst other powers, have the power to investigate, to order compulsory mediation and to deal with abuses of process.
- f. Be required to notify the CEO and council of any matters on a confidential basis.

60. The Panel recommends consideration should be given to the appropriate recognition and management of complaints by an elected member against a CEO or other senior officer, with one option for these to be investigated by the Office of the Independent Assessor.



The Panel considered the range of bodies that currently play a role in ensuring the integrity of local governments. They supported the continuation of the Ombudsman's role in dealing with complaints related to local government administrative decisions.

The Panel supported the creation of an Office of the Independent Assessor, an independent "one stop shop" body to investigate and assess complaints against elected members. The Independent Assessor could assess and prioritise all complaints and, depending on the outcome of its investigations, refer it to the relevant agency. This could include the Corruption and Crime Commission, the Public Sector Commission, or the State Administrative Tribunal for mediation, possible further investigation and determination of a sanction/s. Where a complaint involves behaviour it could be referred back to the council to deal with under Part B of the new Code of Conduct provisions. It was suggested that the Queensland model for an Independent Assessor may provide appropriate guidance.

The Office of the Independent Assessor would require a team of investigators and the Panel considered that the Office could take over the department's current role in conducting inquiries and investigations. The Independent Assessor could advise the Minister on suspension and dismissals of elected members and councils. It could also have powers to make recommendations to the State Administrative Tribunal and local governments.

The Office of Independent Assessor would replace the Standards Panel, and have the power to investigate complaints of breach of Part C of the Code of Conduct. Its findings in relation to breaches of conduct could be referred to the State Administrative Tribunal for imposition of the penalty.

The Panel considered that there should be a power under the Act for the appointment of an acting CEO to temporarily take the place of a CEO if an investigation by the Office of Independent Assessor reveals serious deficiencies in the way the local government is administered.



Other Matters

Classification Bands

61. The Panel recommends:

- a. The new Act should set principles for determining classification bands for local governments.
- b. These classification bands should be used by the Salaries and Allowances Tribunal for determining councillor and CEO payments, as well as providing a framework for distinguishing between local governments in relation to other matters.

The Panel was of the opinion that the principles behind the setting of bands for the payment of salaries and allowances should be set in the new Local Government Act, rather than by the Salaries and Allowances Tribunal, with the Tribunal responsible for the setting of the monetary figures for each category.

These bands should have wider application; being used to determine whether a local government should have wards, as an example. This would create a level of consistency in treatment of local governments considered to be similar according to the principles.

Local Laws

62. The Panel recommends the increased harmonisation of local laws through the development of model local laws and deemed provisions.

63. The Panel recommends requiring local governments to justify to the Joint Standing Committee on Delegated Legislation any variation from the model or deemed provisions.

The Panel saw merit in laws being harmonised throughout the State; however, agreed that there should be flexibility for local governments to tailor local laws to address certain, limited, local matters.

The Panel also saw value in the introduction of deemed provisions which operate in a manner similar to the Planning and Development deemed provisions regulations. Deemed provisions are essentially uniform local laws which will operate across the State. They can also be amended from time to time and will override any inconsistent local laws.

The benefit of deemed provisions is that there is more consistency across the State for matters where harmonisation is considered important. It also reduces the need for local governments to develop their own laws with the accompanying capability and capacity implications.

The development of model local laws which complement the deemed provisions will allow local governments the flexibility to introduce specific provisions to their districts. The "local" would be delivered through the identification of certain elements that could be district or region specific, with the council having the power to specify these.

The Joint Standing Committee on Delegated Legislation, in approving the model local laws or deemed provisions, would approve the extent to which these could be altered without referral back to the Committee. Further public consultation would not be required on these variations but could be undertaken by the local government.



The use of model local laws and deemed provisions would reduce the administrative burden on local governments to consult. If a local government wanted to introduce provisions outside the model or deemed provisions, consultation would be required and the law would need to be scrutinised by the Joint Standing Committee on Delegated Legislation. The local government should have to justify to the Committee why such a deviation was necessary or desirable.

The Panel also supported a restriction on the range of matters over which a local government could introduce a local law; with approval necessary outside of this.

Western Australian Local Government Association

64. In relation to WALGA, the Panel recommends:

- a. WALGA not be constituted under the new Act;**
- b. A transition period is provided to ensure continuity in operations of WALGA while it is re-formed under other legislation; and**
- c. Recognition of WALGA's Preferred Supplier Program and mutual insurance coverage in the legislation should be accompanied by appropriate oversight measures, including auditing.**

The Panel deliberated the merits of WALGA being constituted under the Local Government Act and determined that it was not appropriate to incorporate a member body under this legislation. This created confusion as to the extent of the Minister's powers over the organisation and WALGA's level of independence.

More appropriate legislation would appear to be the *Associations Incorporation Act 2015*. Transitional provisions should be included in the new Local Government Act to allow for the orderly reconstitution of WALGA without affecting their operations.

This change would not restrict the new Act (or other Acts) from referencing WALGA membership on boards and committees.

The Panel saw merit in the sector being able to use its aggregated buying power through use of WALGA's preferred supplier program and their mutual insurance coverage. Recognition of these initiatives in the legislation should be accompanied by a power for the Auditor General to conduct regular audits of these programs and related processes.



Operational Provisions

65. The Panel also identified the following operational matters to be considered when drafting the new Act:

- a. The powers of entry in the current Local Government Act should be retained.**
- b. The current evidence requirements in legal proceedings should be retained, however the requirement for the CEO to certify the documents should be removed. This should be delegated and the range of items that can be certified expanded after consultation with local governments.**
- c. The new Act should be updated to reflect the modern signing of contracts.**
- d. A more streamlined ability to dispose of impounded goods needs to be developed for the new Act.**
- e. The new Act should enable councillors and members of the community (in the case of public questions and deputations) to remotely participate in council and committee meetings.**
- f. Employment entitlements for local government employees should be transferrable across all three levels of Government.**



ATTACHMENT 1

Example of Introductory Sections

Northern Territory Local Government Act 2019 Part 1.2

Section 4(1).

The underlying principles of this Act are as follows:

- (a) Local government is a distinct and essential sphere of government.
- (b) The system of local government:
 - i. needs to be flexible and adaptable to the diverse interests and needs of the many communities within the Territory; and
 - ii. needs to be comprehensive, democratic, responsive to community needs and accountable both to local communities and the public generally.

Section 5.

The rights and interests of Indigenous traditional owners, as enshrined in the Aboriginal Land Rights (Northern Territory) Act 1976 (Cth) and the Native Title Act 1993 (Cth), are to be recognised and the delivery of local government services must be in harmony with those laws.

Section 6.

This Act provides for the following:

- (a) the establishment of a democratic and effective system of local government that recognises the diversity of communities in the Territory;
- (b) the conferral of wide powers on councils to act for the advancement, and in the best interests, of their local communities;
- (c) the enabling of councils to play a broad role in promoting the social, economic, environmental, and cultural well-being of their local communities;
- (d) the imposition of high standards of ethical conduct on council members;
- (e) the requirement on councils of high standards of governance, service delivery, asset management and financial accountability;
- (f) the requirement on councils to promote and assist constructive participation by their local communities in achieving effective local government for their areas.



ATTACHMENT 2

Example of Functions of a Local Government

South Australia Local Government Act

Section 7: Functions of a council

The functions of a council include—

- (a) to plan at the local and regional level for the development and future requirements of its area;
- (b) to provide services and facilities that benefit its area, its ratepayers and residents, and visitors to its area (including general public services or facilities (including electricity, gas and water services, and waste collection, control or disposal services or facilities), health, welfare or community services or facilities, and cultural or recreational services or facilities);
- (c) to provide for the welfare, well-being and interests of individuals and groups within its community;
- (d) to take measures to protect its area from natural and other hazards and to mitigate the effects of such hazards;
- (e) to manage, develop, protect, restore, enhance and conserve the environment in an ecologically sustainable manner, and to improve amenity;
- (f) to provide infrastructure for its community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area);
- (g) to promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism;
- (h) to establish or support organisations or programs that benefit people in its area or local government generally;
 - (i) to manage and, if appropriate, develop, public areas vested in, or occupied by, the council;
 - (j) to manage, improve and develop resources available to the council;
 - (k) to undertake other functions and activities conferred by or under an Act.



ATTACHMENT 3

Possible Approaches to Structural Reform

South Australia Local Government Act

Following negotiations between the State government and the Local Government Association the South Australian Act was amended in 2018 to introduce a new, more flexible process for structural reform, set out in sections 26-32C (see below). Importantly, section 26(d) states that *the Commission should, so far as is relevant, give preference to structural changes that enhance the capacity of local government to play a significant role in the future of an area or region from a strategic perspective.*

Other principles (section 26(1)(c)) are as follows:

- i. the resources available to local communities should be used as economically as possible while recognising the desirability of avoiding significant divisions within a community;
- ii. proposed changes should, wherever practicable, benefit ratepayers;
- iii. a council should have a sufficient resource base to fulfil its functions fairly, effectively and efficiently;
- iv. a council should offer its community a reasonable range of services delivered on an efficient, flexible, equitable and responsive basis;
- v. a council should facilitate effective planning and development within an area, and be constituted with respect to an area that can be promoted on a coherent basis;
- vi. a council should be in a position to facilitate sustainable development, the protection of the environment and the integration of land use schemes;
- vii. a council should reflect communities of interest of an economic, recreational, social, regional or other kind, and be consistent with community structures, values, expectations and aspirations;
- viii. a council area should incorporate or promote an accessible centre (or centres) for local administration and services;
- ix. the importance within the scheme of local government to ensure that local communities within large council areas can participate effectively in decisions about local matters;
- x. residents should receive adequate and fair representation within the local government system, while over-representation in comparison with councils of a similar size and type should be avoided (at least in the longer term);
- xi. a scheme that provides for the performance of functions and delivery of services in relation to 2 or more council (for example, a scheme for regional governance) may improve councils' capacity to deliver services on a regional basis and therefore offer a viable and appropriate alternative to structural change.

Key elements of the process set out in sections 27-32C of the Act include:

- Responsibility for processing boundary changes transferred from the former Boundary Adjustments Facilitation Board to the Grants Commission, which operates with a very high level of independence and determines the guidelines under which the process operates.
- The Minister is limited to being one party who can propose boundary changes or mergers for the Commission's consideration, and making the final decision to accept or reject the



Commission's recommendation – a decision to reject the Commission's recommendation must be reported to Parliament.

- Changes or mergers can also be proposed by local governments (groups or individual), by either house of Parliament, and by a specified number of eligible electors.
- The Commission can decide not to investigate a proposal it considers trivial, a repeat of a previous proposal, or in some other way inappropriate or contrary to the public interest.
- Minor ('administrative') proposals can be processed quickly by the Commission with or without community consultation.
- A two-stage process is required for major ('general') changes – preliminary analysis followed (if considered appropriate) by detailed investigation and extensive community consultation (some sort of public inquiry).
- No requirement for binding referenda.
- All the Commission's findings and recommendations must be reported publicly on a website.



ATTACHMENT 4

Example of Principles for Inter-Governmental Relations

British Columbia Community Charter Act

Section 23. Agreements with other public authorities

- (1) A council may make agreements with a public authority respecting
 - a) activities and services within the powers of a party to the agreement, including agreements respecting the undertaking, provision and operation of activities and services,
 - b) operation and enforcement in relation to the exercise of authority to regulate, prohibit and impose requirements within the powers of a party to the agreement, and
 - c) the management of property or an interest in property held by a party to the agreement.

Principles of municipal-provincial relations (given effect in sections 276 and 277)

- (1) The citizens of British Columbia are best served when, in their relationship, municipalities and the Provincial government
 - a) acknowledge and respect the jurisdiction of each,
 - b) work towards harmonization of Provincial and municipal enactments, policies and programs, and
 - c) foster cooperative approaches to matters of mutual interest.
- (2) The relationship between municipalities and the Provincial government is based on the following principles:
 - a) the Provincial government respects municipal authority and municipalities respect Provincial authority;
 - b) the Provincial government must not assign responsibilities to municipalities unless there is provision for resources required to fulfill the responsibilities;
 - c) consultation is needed on matters of mutual interest, including consultation by the Provincial government on
 - (i) proposed changes to local government legislation,
 - (ii) proposed changes to revenue transfers to municipalities, and
 - (iii) proposed changes to Provincial programs that will have a significant impact in relation to matters that are within municipal authority;
 - d) the Provincial government respects the varying needs and conditions of different municipalities in different areas of British Columbia;



- e) consideration of municipal interests is needed when the Provincial government participates in interprovincial, national or international discussions on matters that affect municipalities;
- f) the authority of municipalities is balanced by the responsibility of the Provincial government to consider the interests of the citizens of British Columbia generally;
- g) the Provincial government and municipalities should attempt to resolve conflicts between them by consultation, negotiation, facilitation and other forms of dispute resolution.

5.5 Local Government Review Panel Final Report (05-034-01-0001 TB)

Tony Brown, Executive Manager Governance and Organisational Service
James McGovern, Manager Governance

WALGA carried out an extensive consultation process on Phase 2 of the Local Government Act Review in 2018/19, culminating in sector positions being endorsed by State Council in March 2019. This agenda item considers the Local Government Review Panel's recommendations in the context of the sector's current advocacy positions.

The Minister for Local Government has not considered the Panel's recommendations at this stage and has not requested a consultation process on the report. WALGA is taking the opportunity to obtain a sector opinion on the recommendations to provide to the Minister.

The Recommendations below are subject to Zone input and all Zone recommendations will be collated into a consolidated recommendation that will be provided for State Council consideration at its meeting on 2 September 2020.

Recommendations

1. That WALGA SUPPORT the following Recommendations from the Local Government Review Panel Final Report:

- Recommendations 1, 2, 3, 4, 6 and 7;
- Recommendation 8;
- Recommendation 11;
- Recommendations 12, 13 and 14;
- Recommendation 15;
- Recommendations 16 and 17;
- Recommendation 24;
- Recommendations 25(b) to (f);
- Recommendations 26(b), (d), (e) and (f);
- Recommendations 28, 29, 30, 31, 32(1)(a) to (o) and 32(2)(a);
- Recommendations 33 and 34;
- Recommendations 36 and 37;
- Recommendations 38(c), (d) and (e);
- Recommendations 39, 40, 41(a) to (g) and (i);
- Recommendation 42;
- Recommendations 43 and 44;
- Recommendations 45, 46, 47, 48 and 49;
- Recommendations 50, 51 and 52;
- Recommendation 54;
- Recommendations 55(a), (b), (d), (e), (f), (h) and (i);
- Recommendation 56;
- Recommendation 57;
- Recommendation 59;

- Recommendations 62 and 63;
 - Recommendation 64(c);
 - Recommendations 65(a) to (e).
2. That WALGA OPPOSE the following Recommendations from the Local Government Review Panel Final Report:
- Oppose Recommendation 5;
 - **Oppose Recommendation 19;**
 - Oppose Recommendations 23 and 25(a);
 - Oppose Recommendation 26(c);
 - Oppose Recommendations 32(2)(b) and (c);
 - Oppose Recommendation 35;
 - Oppose Recommendations 38(a) and (b);
 - Oppose Recommendation 41(h);
 - Oppose Recommendations 53(a) and (b);
 - Oppose Recommendations 55(c) and (g);
 - Oppose Recommendation 58;
 - Oppose Recommendation 60;
 - Oppose Recommendation 61;
3. That WALGA CONDITIONALLY SUPPORT the following Recommendations from the Local Government Review Panel Final Report as described:
- Recommendations 9 and 10 and but oppose any proposal to remove the poll provisions (Dadour provisions) in Schedule 2.1, Clause 8 of the Local Government Act;
 - Recommendation 18 and reiterate WALGA's current advocacy position that there be adequate funding of legislative responsibilities assigned to Local Governments in relation to service delivery to remote Aboriginal communities;
 - Recommendations **20, 21 and 27** in support of a broad review of the property franchise including a community consultative process;
 - Recommendation 26(a) conditional upon a review of the relative benefits and merits of changes to reduce numbers of Elected Members on Council be supported, on the following basis:
 - Populations up to 5,000 – 5 to 7 Councillors (incl. President)
 - Populations between 5,000 and 75,000 – 5 to 9 Councillors (incl. Mayor/President)
 - Populations above 75,000 – up to 15 Councillors (incl. Mayor);
4. That WALGA carry out further consultation on the following Recommendations from the Local Government Review Panel Final Report:
- Recommendation 22 – **All In/All Out Elections;**
 - Recommendations 64(a) and (b) - WALGA
 - Recommendation 65(f) – Transfer of Employee Entitlements

Executive Summary

- In 2017 the State Government announced a review of the *Local Government Act 1995*.
- Given the breadth of matters covered by the Local Government Act, a staged approach to the review was adopted:
 - Stage one: priority reforms
 - Stage two: wide ranging reforms leading to a new LOCAL Government Act
- This agenda item relates to the Stage 2 reforms. The Department of Local Government carried out a consultation process in 2018/19 where over 3,000 submissions were received.
- The Minister for Local Government appointed an Independent Panel to consider submissions received by the Department of Local Government Sport and Cultural Industries on the review of the Local Government Act in November 2019.
- The Panel's report has made 65 recommendations
- The Panel's report does not represent Government policy; the Minister for Local Government has stated the report will be considered as part of the Act Review process.
- This agenda item seeks a sector position on the recommendations. The recommendations to support, oppose or seek further consultation or information is proposed in this item.

WALGA Process

The Association recognizes the Report is a high level document that is based on identifying principles that will drive the development of a modern Local Government Act. The Association therefore considered the Report from the perspective of the sector's current advocacy positions.

This Item provides commentary on support for recommendations that met or where similar to adopted advocacy positions. This Item also identifies significant departure from advocacy to the extent that support cannot be recommended without further sector consideration of WALGA's position.

Attachment

The Panel's Report can be found [here](#).

Comment

The following comment is a comparison of State Council's record of advocacy on matters raised in the Local Government Review Panel Final Report:

CLEAR LEGISLATIVE INTENT

Recommendations 1 to 7 – Introduction and Role and Functions of Local Government

Local Government Act Reference: Part 1

Recommendation 1 proposes a strategic approach to the consideration of the Report recommendations.

Recommendation 2 introduces a new statement of intent that will explain the legislations purpose:
An Act to provide for a system of local government relevant to Western Australia that develops and supports sustainable, accountable, collaborative and capable local governments through democratic representation, the provision of services, opportunities and enhanced well-being for each and every community.

Recommendation 3(a) to (j) proposes objectives for the legislative framework 'to support Local Governments having the agility, adaptability and flexibility to respond to changing community expectations and technology'.

Recommendation 4 proposes a shorter, less prescriptive Act that minimizes the use of regulations in favour of a principles-based approach.

Recommendation 5 proposes recognition of the diversity of Local Governments however it does not support a multi-tiered (size and scale) legislative framework.

Recommendation 6 proposes upholding the power of general competence predicated in the current Local Government Act.

Recommendation 7 (a) to (i) proposes guiding principles for sustainable, accountable, collaborative and capable Local Governments.

WALGA Comment – WALGA advocacy supports many of the proposals in Recommendations 1 to 7, principally that the Local Government Act Review be based on a 'Principles over Prescription' approach that avoids red tape and 'declutters' the extensive regulatory regime that currently exists¹ (Recommendations 3 and 4) and maintaining the general competence principle² (Recommendation 6) which frees Local Governments to make any decision that does not conflict with statute or common law. Recommendation 7 aligns with WALGA advocacy for enabling legislation.³ Recommendation 5 is unresponsive of WALGA advocacy that promotes a size and scale compliance regime⁴ and it is recommended that WALGA maintain its current advocacy for a Local Government Act that is reflective of the differences and diversity of Local Governments in Western Australia.

WALGA Recommendation: Support Recommendations 1, 2, 3, 4, 6 and 7. Oppose Recommendation 5

¹ State Council Resolution 06.3/2019 Items 1, 1(b) and 1(e)

² State Council Resolution 06.3/2019 Item 1(a)

³ State Council Resolution 06.3/2019 Item 1(d)

⁴ State Council Resolution 06.3/2019 Item 1(c)

AN AGILE SYSTEM

Recommendations 8 to 11 - Structural Reform

Local Government Act Reference: Part 1; Section 2.1(2) and Schedule 2.1, cl. 8

Recommendation 8 proposes to combine the Local Government Grants Commission and Local Government Advisory Board to form a Local Government Commission, with roles assigned that will engender a strategic approach to its operation including monitor the performance and financial health of the sector, the latter in collaboration with the Office of the Auditor General, in addition to traditional functions such as distributing Commonwealth grant funding to Local Governments and boundary changes. Establishment of the Commission under this strategic framework will require skills-based appointments rather than by representation.

Recommendations 9 and 10 supports a legislative framework that is flexible, responsive and resilient and capable of facilitating community participation. There are also specific proposals for structural reform including revised processes for boundary changes and mergers, enhanced model of joint subsidiaries (see Recommendation 14) and provision for the establishment of community boards. Commentary associated with Recommendation 9 sees flaws in the current poll provisions found in Clause 8 of Schedule 2.1 ('Dadour provisions') as being '*...unduly restrictive when Local Governments need to adapt to changing circumstances*'.

Recommendation 11 proposes the potential to establish community boards, with reference to examples of successful international models. While community boards might be formed in response to mergers or for use by large Local Governments to devolve certain responsibilities to community representatives, the proposal makes clear that the overall responsibility for decision-making and authority will rest with the 'parent' Local Government. See also Recommendation 33 'Community Engagement'.

WALGA Comment – WALGA does not have an advocacy position in relation to Recommendation 8 'Local Government Advisory Board' and this may be a matter for sector consultation. Recommendations 9 and 10 propose a legislative framework that has similar themes to WALGA's advocacy that the Local Government Act Review promote a flexible, principles-based legislative framework⁵.

WALGA has a long-standing advocacy position for the retention of the Dadour provisions that give electors a right to demand a poll on recommended amalgamations⁶. This advocacy is tied to the principle that the Dadour provisions are the ultimate expression of community support or rejection of amalgamation proposals. Although not a specific recommendation, the commentary appears contradictory to the general themes expressed throughout the Report for increased opportunities for community consultation⁷. The community board proposal in Recommendation 11 is similar to WALGA advocacy for community engagement that is based on principle rather than prescription⁸.

WALGA Recommendation: Support the general intent of Recommendations 8 and 9. Oppose any proposal to remove the poll provisions (Dadour provisions) in Schedule 2.1, Clause 8 of the Local Government Act. Support Recommendation 11.

⁵ State Council Resolution 06.3/2019 at 1(b)

⁶ State Council Resolution 06.3/2019; 121.6/2017; 108.5/2014

⁷ For example, Recommendations 9, 10(c), 11, 33, 34, 35

⁸ State Council Resolution 06.3/2019

Recommendations 12, 13 and 14 - Expanded Regional Cooperation

Local Government Act Reference: Part 3, Division 4

Recommendations 12 and 13 promotes expanding opportunities for regional cooperation between Local Governments under improved regional subsidiaries model for shared services, and through a new form of regional authority for specific issues. Recommendation 14 proposes an end to the regional council model in favour of regional cooperation models set out in the previous recommendations.

WALGA Comment – WALGA has a strong advocacy history in support of regional subsidiaries⁹ and is disappointed that the complexity of the existing legislative provisions means that no regional subsidiaries have formed since the Act amendment of 2016. WALGA has independently developed a revised version of regulations that limits unnecessary compliance without diluting transparency and accountability of regional subsidiaries, and therefore welcomes recommendations that will facilitate regional cooperation under this model.

WALGA is cognisant that regional councils are often formed for a singular purpose, most commonly waste management, yet compliance obligations are generally equivalent to that of a Local Government. It is current WALGA advocacy that the compliance obligations of regional councils should be reviewed¹⁰. It appears the recommendations will create a suitable opportunity for the transition of regional councils to a model more suitable to the participant Local Governments.

WALGA Recommendation: Support Recommendations 12, 13 and 14.

Recommendation 15 - State Local Government Partnership Agreement

Local Government Act Reference: Section 3.18

Recommendation proposes a set of principles for intergovernmental relations that makes clear Local Government's role and obligations as part of a broader system of government.

WALGA Comment – WALGA's advocacy is for a communication and consultation protocol that ensures a consultation process precedes regulatory or compliance changes that affect the sector¹¹. The current Partnership Agreement signed in 2017 is currently under review.

Section 3.18 'Performing executive functions' includes apparently similar objectives to Recommendation 15, whereby a Local Government considers matters such as; integration and coordination; avoidance of inappropriate duplication; and effective and efficient management of services and facilities that may also be provided by the State and Commonwealth. This creates adequate space for the general competence principle to apply when a Local Government considers the range and scope of its executive functions, services and facilities.

WALGA Recommendation: Support Recommendation 15.

⁹ State Council Resolutions 121.6/2017; 106.6/2016; 94.4/2011; 114.5/2010

¹⁰ State Council Resolution 06.3/2019

¹¹ State Council Resolution 2.1/2012

INCLUSIVE LOCAL DEMOCRACY

Recommendations 16 and 17 - Relations with Aboriginal Peoples and Communities and Recommendation 18 - Service Delivery in Remote Communities

Local Government Act Reference: Not mandated

Recommendations 16 and 17 contemplate a Local Government Act that includes recognition of the unique status of Aboriginal peoples and inclusion of mechanisms for consultation and engagement. Recommendation 18 recommends further consideration of service delivery to remote communities through improved integration with Integrated Planning and Reporting requirements.

WALGA Comment – WALGA’s advocacy recognises and respects Aboriginal cultural practices and places through development of Reconciliation Action Plans¹², and is supportive of efforts to improve the living conditions and governance in Aboriginal communities.¹³

There are 287 discrete Aboriginal communities in WA accommodating approximately 17,000 Aboriginal people spanning 26 Local Government districts. It is therefore inevitable that service delivery considerations are coordinated with State and Federal Government departments and agencies with relevant responsibilities, to mitigate against cost-shifting responsibility to individual Local Governments with limited financial capacity.

WALGA adopted the advocacy position that *‘the State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities’*¹⁴.

The commentary associated with Recommendation 18 raises a necessary discussion regarding service delivery to remote Aboriginal communities but lacks detail on how the inter-governmental responsibilities and funding arrangements associated with efficient and timely service delivery can be better achieved.

WALGA Recommendation: Support Recommendations 16 and 17, and reiterate WALGA’s current advocacy position in relation to Recommendation 18, that there be adequate funding of legislative responsibilities assigned to Local Governments in relation to service delivery to remote Aboriginal communities.

Recommendation 19 - Optional Preferential Voting

Local Government Act Reference: Section 4.69, 4.74 and Schedule 4.1

The Report recommends a system of voting that better represents the community’s preference for candidates that is not currently delivered by a first past the post system, where a candidate does not require a clear majority of votes to be elected.

WALGA Comment – WALGA’s advocacy position supports the current ‘first past the post’ system. WALGA has previously opposed other forms of voting¹⁵ and the system of proportional preferential

¹² State Council Resolution 118.5/2012

¹³ State Council Resolution 64.3/2014

¹⁴ State Council Resolution 06.3/2019 at 1(f)

¹⁵ State Council Resolutions 185.2/2007 and 427.5/2008

voting was briefly introduced to the Local Government Act for one election cycle before being repealed and returned to first past the post voting in 2009¹⁶.

WALGA Recommendation: Oppose Recommendation 19 and any alternative voting system in favour of retaining the first past the post system.

Recommendations 20, 21 and 27 - Review of Property Franchise

Local Government Act Reference: Sections 4.30 → 4.35; Section 4.66

Recommendation 20 proposes mandating one vote per person, which is currently prescribed in Section 4.65 albeit in the context of the property franchise. Recommendation 21 proposes discontinuing enrolment entitlement through ownership or occupation of rateable property. Property franchise claims result in enrolment on the Owner's and Occupiers Roll, forming the second limb of voter entitlement alongside the Residents Roll.

The Expert Panel proposes increasing participation, consultation and involvement of business owners and operators by Local Governments including mechanism such as business advisory groups. Recommendation 27 recommends consultation be undertaken to determine whether the property franchise continue within the City of Perth, in concert with a review of the *City of Perth Act 2016*.¹⁷ Currently, Part 4 of the Local Government Act applies to the election of council members of the City of Perth, and Section 20 of the *City of Perth Act 2016* applies to the election of the Lord Mayor.

WALGA Comment – WALGA has not adopted an advocacy position relevant to the recommendations.

It is recommended that support be given to a broad consultative process with Local Governments, the business sector, communities and relevant stakeholders to assess whether or not owners and occupiers of rateable property should have a right to vote in a modern democratic electoral system.

WALGA Recommendation: Conditionally Support Recommendations 20, 21 and 27 in support of a review of the property franchise including a broad community consultative process.

Recommendation 22 - All In/All Out 4 Year Election Cycle

Local Government Act Reference: Section 4.5

Recommendation 22 proposes Elected Members be elected at the same time, every four years. This aligns with the election of State Parliamentarians. An acknowledged detriment is the potential loss of corporate knowledge due to non-election of experienced councillors, whereas benefits include potential increased participation by candidates and electors and reduced election costs to Local Governments.

WALGA Comment – There is no WALGA advocacy position relevant to this proposal. It is therefore recommended that the sector be consulted and the resultant views be considered in developing WALGA's advocacy position.

WALGA Recommendation: That the sector be consulted prior to WALGA considering its advocacy position in relation to Recommendation 22.

¹⁶ *Local Government Amendment (Elections) Act 2009*

¹⁷ *City of Perth Inquiry Report, Recommendation 144*

Recommendations 23, 24 and 25(a) – Conduct of Elections

Local Government Act Reference: Section 4.20 and 4.61

Recommendation 23 is that the Western Australian Electoral Commission (WAEC) take responsibility for all Local Government elections, with the consequence that a Local Government CEO will no longer be the Returning Officer of first resort. Recommendation supports electronic/online voting. Recommendation 25(a) adds to the currently mandated role of the WAEC by proposing all elections are by postal voting, ending the option on in-person voting.

WALGA Comment – WALGA advocates for an end to the WAEC’s enshrined monopoly on the conduct of postal elections by amending legislation to permit third parties to be service providers of postal elections¹⁸.

WALGA Recommendation: Support Recommendation 24; Oppose Recommendations 23 and 25(a); WALGA reiterates its position that third parties be permitted as service providers for postal elections.

Recommendations 25(b) to (f) - Other Election Proposals

Recommendation (b) proposed the extension of the election process to optimise participation. Recommendation 25(c) ‘Candidate Nomination Information’ is adapted from a model similar to Victorian legislation that requires candidates to respond to a set of questions prescribed by regulation in the form of a statutory declaration. Recommendation 25(d) – Caretaker Policies are increasingly evident in Local Government; in 2016, WALGA committed to develop the currently-available template Caretaker Policy¹⁹.

Recommendation 25(e) seems to reflect current legislation²⁰ and Recommendation (f) identifies the prospect that potential donations can be crowdfunded in the absence of a gift declaration and this is likely to undermine integrity of the election process.

WALGA Recommendation: Support Recommendations 25(b) to (f)

Recommendation 26(a) - Elected Member Numbers Based on Population

Local Government Act Reference: Section 2.17

The Report proposes the following structures for Elected Member positions on Council:

- (i) Population up to 5,000 – 5 Councillors (incl. President)
This proposal will capture approximately 81 Local Governments (1 metro, 80 non-metro)
- (ii) Population between 5,000 and 75,000 – 5 to 9 Councillors (incl. Mayor/President)
This proposal will capture approximately 47 Local Governments (19 metro, 28 non-metro)
- (iii) Population above 75,000 – 9 to 15 Councillors (incl. Mayor)
This proposal will capture approximately 11 Local Governments (10 metro, 1 non-metro)

¹⁸ State Council Resolution 06.3/2019

¹⁹ State Council Resolution 16.1/2016

²⁰ Regulations 30B and 30CA of the *Local Government (Elections) Regulations*

WALGA Comment – WALGA adopted an advocacy position in 2011 opposing a previous proposal to reduce the number of Elected Members to between 6 and 9²¹. At the time, WALGA requested a proper examination of the relative benefits and merits of any proposal to reduce numbers of Elected Members be conducted. There is still merit in reviewing numbers on Council and the proposal is worthy of consideration although limiting populations of up to 5,000 to a fixed number of 5 Councillors lacks the flexibility that is easily resolved by extending the maximum number of Councillors to 7.

WALGA Recommendation: Conditionally Support Recommendation 26(a) conditional upon a review of the relative benefits and merits of changes to reduce numbers of Elected Members on Council be supported, on the following basis:

- (i) Populations up to 5,000 – 5 to 7 Councillors (incl. President)
- (ii) Populations between 5,000 and 75,000 – 5 to 9 Councillors (incl. Mayor/President)
- (iii) Populations above 75,000 – up to 15 Councillors (incl. Mayor)

Recommendation 26(b) to (f) – Wards, Mayor/President Election and Term Limits

Local Government Act Reference: Part 2 and Part 4; Schedule 2.2

Recommendation 26 (b) to (f) proposes a number of adjustments associated with Recommendation 8 - Local Government Advisory Board/Local Government Commission. These proposals include:

- Recommendation 26(b) - system of ward boundary reviews;
- Recommendation 26(c) - discontinuance of ward boundaries for Band 3 and 4 Local Governments;
- Recommendation 26(d) - phasing in of proposals under Recommendation 26(a);
- Recommendation 26(e) - continuance of two year election cycle for Council-elected Mayors/Presidents; and
- Recommendation 26(f) - no limits to be placed on terms Elected Members and elected Mayor/President can serve.

WALGA Comment – Recommendation 26(e) aligns with WALGA advocacy that Local Governments retain the right to determine whether the Mayor / President will be elected by the Council or the community.²² WALGA has not adopted advocacy positions specific to the remaining proposals however Recommendation 26(c) conflicts with the general competence principle and the current self-determination inherent in the current ward review system. WALGA supports the ability for all Local Governments, not merely those in Band 3 and 4, to consider the merits of its system of representation and election on the basis of community of interest; physical and topographical features; demographic trends; economic factors and the ratio of Councillors to electors in the various wards.²³

²¹ State Council Resolution 08.1/2011 – ‘Reject the reduction in the number of Elected Members to between 6 and 9, and request the Minister engage the Department of Local Government in research to determine the relative benefits and merits of the proposal prior to further discussion with the Local Government sector’

²² State Council Resolution 06.3/2019; 121.6/2017

²³ How to conduct a review of wards and representation for local governments with and without a ward system – Department of Local Government, Sport and Cultural Industries - October 2017, Page 6

WALGA supports the general intent of Recommendation 8 and similar support is proposed to the exclusion of Item (c).

WALGA Recommendation: Support Recommendations 26(b), (d), (e) and (f). Oppose Recommendation 26(c).

Recommendations 28 to 32 - Redefinition of Roles and Responsibilities

Local Government Act Reference: Sections 2.7, 2.8, 2.10 and 5.41

Recommendation 28 sets the scene for Recommendations 29 to 32 by suggesting revised statements of roles and responsibilities that are specific to address the following issues:

- Community leadership
- Strategic planning
- Continuous improvement
- Executive function (for mayors/presidents)
- Guiding the CEO (for mayors/presidents)
- Training

WALGA Comment – Recommendations 28, 29, 30 and 31 are supported. Recommendations 32(1)(a) to (o), and 32(a) are supported. WALGA opposes Council involvement in matters relating to senior employees²⁴ as this conflicts with the role of the CEO as employing authority of all employees under Sec. 5.41(g) of the Local Government Act.

Recommendations 32(2)(b) and (c) are opposed. These recommendations seek to perpetuate ongoing Council involvement in matters relating to senior employees. WALGA points out that Regulation 9(1) of the *Local Government (Rules of Conduct) Regulation* was amended on 15 August 2020 to remove reference to Councillor involvement in administration where authorised by the Council to undertake that task.

This amendment directly relates to past findings such as the City of Canning Inquiry 2014, where the Inquirer noted this Regulation was used to involve Council in a matter directly related to the CEO's employing authority functions:

*'Reg. 9(1) of the Local Government (Rules of Conduct) Regulations 2007 is a rule of conduct, and is not, by itself, a source of authority for intervention by the Council in Administration activities.'*²⁵

WALGA Recommendation: Support Recommendations 28, 29, 30, 31, 32(1)(a) to (o) and 32(a). Oppose Recommendations 32(2)(b) and (c) to conclusively ensure that a Council cannot involve itself in the functions of the Chief Executive Officer as set out in Section 5.41 of the Local Government Act.

Recommendations 33 and 34 – Community Engagement and Governance

Local Government Act Reference: Sections 2.7, 2.8, 2.10 and 5.41

Recommendation 33 proposes a range of community engagement principles, and Recommendation 34 proposes a Community Engagement Charter be required as a mechanism for guiding and enhancing community participation in local decision-making.

²⁴ State Council Resolution 123.6/2017

²⁵ Report of the Panel of Inquiry into the City of Canning, May 2014 at 9.53

WALGA Comment – WALGA advocates that Local Governments adopt a Community Engagement Policy, with each Local Government to implement the most appropriate means of engagement²⁶.

WALGA Recommendation: Support Recommendations 33 and 34.

Recommendation 35 – Annual Engagement with Electors

Local Government Act Reference: Sections 5. 27

Recommendation 35 proposes a lesser version of the opportunity already available to electors but poorly attended historically. This raises the prospect that, in the absence of the opportunity to move motions at meetings, the proposed annual meeting will follow a similar trend.

WALGA Comment – WALGA advocates that Elector’s General Meetings should not be compulsory, on the basis that there is adequate opportunity for the public to participate in the affairs of the Local Government through attendance at Council Meetings, participating in public question time, requesting special electors’ meetings etc²⁷.

WALGA Recommendation: Oppose Recommendation 35 and seek amendment to the Act to ensure Electors’ General Meetings are not compulsory.

²⁶ State Council Resolution 06.3/2019

²⁷ State Council Resolution 06.3/2019; 121.6/2017; 09.1/2011

SMART PLANNING AND SERVICE DELIVERY

Recommendations 36 and 37 - Enhanced Integrated Planning and Reporting

Local Government Act Reference: Section 5.56; Local Government (Administration) Regulations Part 5, Division 3

Recommendation 36 and 37 propose enhanced Integrated Planning and Reporting principles and provisions and that Audit, Risk and Improvement Committee monitor performance against baseline measures including financial management, service delivery and community well-being.

WALGA Comment – WALGA has supported the Integrated Planning and Reporting framework dating back to the Systemic Sustainability Study of 2008 and broadly supported the regulatory amendments introduced in 2011.

WALGA Recommendation: Support Recommendations 36 and 37

Recommendations 38(a) and (b) – Minimum Service Levels

Local Government Act Reference: Section 3.18

Recommendations 38(a) and (b) are separated for independent consideration due to the potential for extensive consequences to the Local Government sector. Recommendation 38(a) proposes a minimum level of service delivery established as a statutory obligation, and Recommendation 38(b) proposes a qualified reserve power whereby the Minister for Local Government responds to a failure to deliver the minimum services by issuing an enforceable direction.

WALGA Comment: WALGA's closest advocacy positions to Recommendation 38 is 'principles over prescription' together with upholding the General Competence Principle²⁸. Recommendation 38(a) appears intended to create a commonality of service delivery that is potentially measurable across the sector, with service delivery outcomes either legislated or directed by the Minister for Local Government. This approach is anathema to the General Competence Principle that permits Local Governments to independently determine appropriate levels of service.

It is noted that continuance of the General Competence Principle is supported in Recommendation 6, but the contradictory nature of Recommendation 38(a), that determination of some services will be taken out of the hands of Local Governments and their communities, is neither identified nor examined in the Report.

Recommendation 38(b) is intended as a qualified reserve power however the associated commentary includes reference to directions relating to a natural disaster or a pandemic. The Local Government sector's experiences during the COVID-19 pandemic did not bring to light any deficiency in the capacity of the State Government to manage issues arising from a pandemic that would requiring the Minister for Local Government to assume emergency direction powers – see also Recommendation 58. WALGA advocates that the State Government ensure there is proper provision for resources required to fulfil any legislated responsibility²⁹.

WALGA Recommendation: Oppose Recommendation 38(a) and (b) and reiterate support for Recommendation 6 'General Competence Principle'.

²⁸ State Council Resolution 06.3/2019 Items 1(a) and (b); 120.6/2017

²⁹ State Council Resolution 06.3/2019 Item 1(f)

Recommendations 38(c), (d) and (e) – Service Levels and IPR

Local Government Act Reference: Section 5.56; Part 5, Division 3 Local Government (Administration) Regulations

Recommendations 38(c), (d) and (e) propose a range of measures to align financial sustainability principles and services and programs to the integrated planning and reporting framework, and to conduct regular service delivery reviews including community consultation.

WALGA Comment: WALGA supported the introduction of the Integrated Planning and Reporting 'planning for the future' provisions and the above recommendations broadly align with current level of maturity in community consultation processes and examination of service delivery leading to the development of Strategic Community Plans and Corporate Business Plans.

WALGA Recommendation: Support Recommendations 38(c), (d) and (e)

Recommendations 39 to 42 - Local & Joint Subsidiaries

Local Government Act Reference: Part 3, Division 4

Recommendation 39 proposes Integrated Planning and Reporting frameworks be cognisant of State Government plans when developing strategies for economic development.

Recommendation 40 proposes the new Local Government Act provide freedom for commercial activities, linking with Recommendation 41 which, whilst recommending against a beneficial enterprise model, makes positive recommendations for the support of commercial activities under an updated subsidiary model required to observe competitive neutrality principles. Recommendation 42 supports the use of regional subsidiary models unless qualified by the requirement to form an entity where the Local Government is not the dominant party.

WALGA Comment – It is noted that Recommendation 41(a) to (i) details the elements required for a flexible subsidiary model, including a proposal under 41(h) that employees of a subsidiary fall within the jurisdiction of the WA Industrial Relations Commission. This conflicts with current WALGA advocacy that such a transfer is conditional upon modernisation of the State system to be more consistent with the Federal industrial relations system³⁰.

WALGA has a long-held advocacy position for the creation of Beneficial Enterprises³¹ with support for a vehicle for commercial activity ('Council-controlled organisations') dating back to WALGA's Systemic Sustainability Study 2008³².

WALGA Recommendation: Support Recommendations 39, 40, 41(a) to (g) and (i) and 42. Oppose Recommendation 41(h).

³⁰ State Council Resolution 78.5/2018

³¹ State Council Resolutions 06.3/2019; 121.6/2017; 107.5/2010; 114.5/2010

³² *The Journey: Sustainability into the Future* - Action 21, Page 49

Recommendations 43 and 44 - Modernise Financial Management

Local Government Act Reference: Part 6; Local Government (Financial Management) Regulations

Recommendation 43 proposes a modern set of principles to modernise financial management.

Recommendation 44 proposes a selection of measures in support of sound financial decision-making.

WALGA Comment – WALGA supports the general intent of the recommendations, aligning as they do with a number of advocacy positions³³ including:

- Conduct a complete review of financial management provisions
- Freehold land be used to secure debt
- Enable Building Upgrade Finance

WALGA notes that the Report of the Inquiry into the City of Perth makes a number of recommendations³⁴ relating to financial management of all Local Governments including:

- Recommendation 188 : Establishment of Financial Management Instructions;
- Recommendation 189 : The 'WA Accounting Manual' dated September 2012 be reviewed and updated;
- Recommendation 190 : The format of format of the annual budget and financial report be prescribed for consistency across local government'

WALGA Recommendation: Support Recommendations 43 and 44

Recommendation 45 to 49 - Procurement

Local Government Act Reference: Section 3.57; Local Government (Functions and General) Regulations Part 4

Recommendation 45 proposes procurement thresholds, rules and policies be more closely aligned with the State Government. Recommendation 46 proposes a model Procurement Policy be adopted by all Local Governments. Recommendations 47 and 48 propose enhancing panel contracts and encouraging local business to register as local content providers. Recommendation 49 introduces the prospect that breaches of procurement rules be referred to an Independent Assessor for investigation.

WALGA Comment – WALGA has consistently supported the alignment of the tender threshold with that of the State Government³⁵ and broadly supports the principle that suppliers of goods, services and works competing for contracts will benefit where procurement processes across State and Local Government has more similarities than differences. These proposals will also assist recent endeavours of both State and Local Government to enhance opportunities for local and regional suppliers to access contracts and boost local economies in the post COVID-19 recovery phase.

WALGA Recommendation: Support Recommendations 45, 46, 47, 48 and 49

³³ State Council Resolution 06.3/2019

³⁴ City of Perth Inquiry Report, Volume 3, Page 83

³⁵ State Council Resolution 06.3/2019

Recommendations 50, 51 and 52 - Rating and Revenue

Local Government Act Reference: Part 6; Local Government (Financial Management) Regulations

Recommendation 50(a) opposes rate capping and 50(c) proposes a broad review of rate exemptions available under Section 6.26(2) of the Local Government Act in recognition of the limitation this places on capacity to raise revenue. Further proposals include development and publication a Local Governments rates and revenue strategies (50b) and a review by the Valuer General of rating methodologies (50 g). Recommendation 51 aligns with the current provisions in Sec 6.17 of the Local Government Act which requires the setting of fees and charges to consider; the cost of providing the service; importance of the service to the community; and the price of alternative providers might charges for similar service.

Recommendation 52 recommends cost recovery principles be adopted when Local Government and State Government set fees and charges.

WALGA Comment – WALGA’s advocacy opposes rate capping³⁶ and there is long-standing support for a review of general rate exemption provisions and charitable land use rate exemptions³⁷ initially examined by the Local Government Advisory Board in 2005³⁸. WALGA also supports a review of the basis of rates³⁹ and this may be incorporated in Recommendation 50(g).

WALGA’s advocacy position in relation to Recommendation 52 is that Local Government to be empowered by legislation to set fees and charges for all services it provides in favour of the current arrangement whereby many fees and charges are determined by State Government legislation⁴⁰.

The Office of the Auditor General regularly audits State Government fee-setting in line with Government policy:

It is general government policy that fees should fully recover the cost of providing related services. If fees under-recover costs, this could mean the general public is subsidising customers, while over-recovery could mean customers are being charged too much. Any under or over-recovery of costs requires approval from the Minister or authority from legislation, respectively.⁴¹

WALGA’s long-held concern is that the State Government’s policy is inadequately applied to Local Government service delivery (town planning fees, building fees, dog and cat registration etc) and Local Governments experience a net revenue loss due to inherent issues of:

- Lack indexation
- Lack from regular review
- Lack a transparent methodology in setting of fees and charges

WALGA Recommendation: Support Recommendations 50, 51 and 52; continue to advocate for legislation that empowers Local Governments to set fees and charges for all services it delivers.

³⁶ State Council Resolution 06.3/2019; 96.6/2015; 118.7/2015 incl. Rate Setting Policy Statement

³⁷ State Council Resolution 06.3/2019; 122.6/2017; 118.7/2015; 5.1/2012

³⁸ Local Government Advisory Board’s Inquiry into the Operation of Section 6.26(2)(g) of the Local Government Act 1995 – November 2005

³⁹ State Council Resolution 06.3/2019; 123.6/2017

⁴⁰ State Council Resolution 06.3/2019; Metropolitan Local Government Reform Submission 2012

⁴¹ Report 13 ‘Fee-setting by the Department of Primary Industries and Regional Development and Western Australia Police Force’ December 2019 - Executive Summary, Page 3

ACCOUNTABILITY, SELF-REGULATION AND INTEGRITY

Recommendations 53 and 54 - Accountability and Self-Regulation

Local Government Act Reference: Part 7 (Audit); Local Government (Audit) Regulations

Recommendation 53 recommends an expanded Audit, Risk and Improvement Committee with Recommendation 53(a) and (b) proposes that skills-based independent members hold the majority of numbers, and the Chair, of the Committee, and regional committees be formed to offset potential increased costs.

Recommendation 54 proposes an expanded role for the Audit, Risk and Improvement Committee including an audit plan approach focussing on compliance, risk (including procurement), financial management, fraud control, governance and delivery of plans.

WALGA Comment – WALGA’s advocacy supported the Office of the Auditor General WA conducting Local Government finance and performance audits⁴². The self-regulation themes within Recommendation 54 are supported, however Recommendation 53(a) and (b) proposals for a majority of independent members, potentially drawn from a panel of approved suppliers or shared through regional cooperation arrangements, does not include a benefits analysis and there is no evidence the regional cooperation approach will lessen internal audit costs particularly for rural and regional Local Governments.

WALGA Recommendation: Oppose Recommendation 53(a) and (b). Supports Recommendation 54.

Recommendation 55 – Integrity and Governance

Local Government Act Reference: Part 7 (Audit); Local Government (Audit) Regulations

Recommendation 55(a) to (i) propose a range of governance measures to improve integrity, oversight and public participation.

WALGA Comment – Recommendations (f), (g) and (h) align with the Department of Local Government, Sport and Cultural Industries current development of Mandatory CEO Standards for Recruitment, Performance Review and Termination (associated with the *Local Government Amendment Legislation Act 2109*) and it is likely this body of work will continue to be dealt with independent of this Report. WALGA’s current advocacy position includes opposition to item (g), the mandatory readvertising of the CEO position upon completion of two five year terms.⁴³

The proposal under item (c), permitting elected members unable to maintain impartiality to withdraw from a meeting and not vote, is clearly unworkable where the meeting quorum comes under threat and is opposed.

WALGA Recommendation: Support Recommendation 55(a), (b), (d), (e), (f), (h) and (i). Oppose Recommendations 55(c) and (g).

⁴² State Council Resolution 7.1/2018

⁴³ State Council Resolution 145.7/2019

Recommendation 56 – Training and Development

Local Government Act Reference: Section 5.126 and Regulations 35 and 36 of the Local Government (Administration) Regulations

Recommendation 56 updates the recently introduced Elected Member training provisions.

WALGA Recommendation: Support Recommendation 56

Recommendation 57 and 58 – Early Intervention Framework

Local Government Act Reference: Part 8

Recommendation 57 proposes an early intervention framework whereby the Department of Local Government, Sport and Cultural Industries works with Local Governments to improve performance, governance and compliance. Recommendation 58 proposes the Minister for Local Government should have powers to direct Local Governments and make declarations during a declared state of emergency.

WALGA Comment – WALGA does not have advocacy positions in relation to either recommendation. Recommendation 38(b) introduced commentary on this topic and it is reiterated the Local Government sector's experiences during the COVID-19 pandemic did not bring to light any deficiency in the capacity of the State Government to manage issues arising from the pandemic that would require providing the Minister for Local Government with additional emergency powers. A matter of this significance should be considered in the broad context of the State Government's assessment its capacity to respond during the present state of emergency period, rather than dealt with piecemeal in a review of the Local Government Act.

WALGA Recommendation: Support Recommendation 57. Oppose Recommendation 58.

Recommendations 59 and 60 – Office of the Independent Assessor

Local Government Act Reference: Part 8; Section 5.41

Recommendation 59 (a) to (f) proposes conditions upon which an Office of the Independent Assessor might be established, including taking the functions of the Local Government Standards Panel.

Recommendation 60 proposes consideration of managing complaints by Elected Members against a CEO or other senior officer, with potential complaints be investigated by the Independent Assessor.

WALGA Comment – WALGA has a long-standing advocacy position for improvement to the operational efficiency of the Local Government Standards Panel.⁴⁴

The proposal in Recommendation 59 to create the Office of the Independent Assessor resonates in some regard with Recommendation 323, 324 and 325 of the Report of the Inquiry into the City of Perth.⁴⁵

⁴⁴ State Council Resolution 43.2/2011

⁴⁵ City of Perth Inquiry Report Recommendations Pp. 108 - 110

Recommendation 60 has the potential to overlay with other statutory provisions relating to employment law, and it is unclear whether the Report has considered the appropriateness of a proposal which will permit individual Elected Members, rather than the Council acting collectively as the employing authority, to instigate actions relating to a CEO's performance. Similarly, it is current practice that all complaints relating to other local government employees fall within the function of the CEO as the employing authority under Section 5.41(g) of the Act.

WALGA Recommendation: Support Recommendation 59. Oppose Recommendation 60.

OTHER MATTERS

Recommendation 61(a) and (b) – Classification Bands

Local Government Act Reference: Schedule 2.2

Recommendation 61(a) proposes the principles for determining classification and for Local Governments should be set out in the new Act, and Recommendation 61(b) states that once established they be utilized by the Salaries and Allowances Tribunal to determine Councillor and CEO allowances and remuneration.

WALGA Comment – WALGA has a long-standing advocacy position in relation to appropriate levels of remuneration for Elected Members.⁴⁶ The commentary accompanying Recommendation 61(b) informs the rationale for removing the classification band process from the *Salaries and Allowances Act 1975* to the *Local Government Act 1995* is to provide a broader application of the band system to other matters including whether a Local Government should have wards, This ties Recommendation 61(a) and (b) to Recommendation 26(c) that has the intent of discontinuing wards in Band 3 and 4 Local Government, which WALGA does not support.

WALGA Recommendation: Oppose Recommendation 61.

Recommendations 62 and 63 - Harmonisation of Local Laws

Local Government Act Reference: Section 3.5 to 3.17

Recommendations 62 and 63 propose increased harmonisation of Local Laws by developing model Local Laws and deemed provisions, with Local Government responsible for justifying any departure or variation from the models or provisions.

WALGA Comment – WALGA advocates for improvements to the current local law-making process and independent local law scrutiny conducted by Parliament's Delegated Legislation Committee⁴⁷. Consistent Models and deemed provisions will greatly enhance certainty in the local law-making process whilst ensuring the right for Local Governments to argue for and justify departures and variances that suit local conditions, issues and needs.

WALGA Recommendation: Support Recommendations 62 and 63

⁴⁶ State Council Resolution 06.3/2019; WALGA Submission to the Salaries and Allowances Tribunal – 21 February 2019

⁴⁷ State Council Resolution 06.3/2019

Recommendation 64 - WALGA

Local Government Act Reference: Section 9.58

Recommendation 64 recommends the following in respect to WALGA;

- (a) WALGA not be constituted under the new Act;
- (b) A transition period is provided to ensure continuity in operations of WALGA while it is re-formed under other legislation; and
- (c) Recognition of WALGA's Preferred Supplier Program and mutual insurance coverage in the legislation should be accompanied by appropriate oversight measures, including auditing.

WALGA Comment – From the Local Governments sector perspective it is critical to retain WALGA's services status in the legislation and regulations relating to the Preferred Supplier Program and the Insurance service, as these programs provide significant savings for the Local Government sector.

In respect to whether WALGA's establishment is referenced in the Local Government Act, it is appropriate for the Association to obtain legal advice on any negative consequences this may have.

WALGA Recommendation: Support recommendation 64(c) for WALGA services retention in the Local Government Act relating to the Preferred Supplier Program and the Local Government Insurance Service. Further advice required in respect to recommendation 64(a) and (b)

Recommendation 65 – Operational Provisions

Local Government Act Reference: Various

Recommendation 65 (a) to (f) proposes a number of operational matters for future consideration.

WALGA Comment – The proposals align with WALGA's advocacy to the extent that the new Local Government Act be based on a flexible, principles-based legislative framework that avoids red tape and 'de-clutters' the current extensive regulatory regime.⁴⁸

There is general support is therefore for these operational provisions, however Recommendation 65(f) – transfer of employee entitlements across all three levels of Government – though well intended is highly likely to raise extensive legal, industrial and financial ramifications prior to being capable of implementation. Further research and industrial consideration is therefore inevitable.

WALGA Recommendation: Support Recommendations 65(a) to (e). Conditionally support Recommendation 65(f) pending further research and industrial consideration.

⁴⁸ State Council Resolution 06.3/2019 Items 1(b) and (e)

7 September 2020

Shire of Murray
1915 Pinjarra Rd
Pinjarra WA 6208

By Email: DeanU@murray.wa.gov.au & dcS@murray.wa.gov.au

Dear Dean & Julie

Access Housing Australia Ltd Rates Exemptions: 2018 / 2019 period

Further to our meeting with you and the Shire President on the 14th July 2020 and subsequent discussions, it is recognised that Access Housing has the legal entitlement to receive rates exemption commencing 1st July 2018 in addition to the existing approval commencing 1st July 2019.

As indicated at the meeting, in recognition of financial impost this may have on the Shire Access Housing are amicable to reimbursement of the rates already paid for the FY2019 period in two equal instalments on or before the 30th September 2021 and 30th September 2022.

We look forward to formal approval of the exemption at the September Council meeting and the instalment arrangements described above.

Please do not hesitate to contact me with any queries

Regards



Duane Moroney
General Manager
Property Assets

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
4 Signs Pty Ltd			\$2,854.50
EFT000118	26/08/2020	Bali style flags for Edenvale Precinct	\$2,854.50
Accidental Health & Safety Country WA			\$2,310.33
EFT000114	05/08/2020	First Aid kit servicing - Coolup VBFB	\$1,571.13
EFT000117	19/08/2020	Vehicle First Aid kits VBFB	\$739.20
Adage Furniture			\$4,683.80
EFT000115	12/08/2020	Replacement chairs for Edenvale Tea Rooms	\$4,683.80
Adler Business Gifts Pty Ltd			\$301.95
EFT000118	26/08/2020	50 Shire of Murray pens and gift boxes	\$301.95
Advanced Display Systems			\$854.70
EFT000115	12/08/2020	2x Hand sanitiser stations and refills	\$854.70
Air Liquide WA Pty Ltd			\$104.74
EFT000118	26/08/2020	Rental of gas cylinders at the Operations Centre	\$104.74
Alinta Electricity			\$16,221.27
EFT000114	05/08/2020	Electricity - Library	\$692.74
EFT000117	19/08/2020	Electricity - Leisure Centre	\$11,103.47
EFT000117	19/08/2020	Electricity - Administration Building	\$2,146.76
EFT000117	19/08/2020	Electricity - George Beacham Pavilion	\$1,737.14
EFT000117	19/08/2020	Electricity - Edenvale Arts and Crafts	\$541.16
AMD Audit & Assurance			\$1,936.00
EFT000115	12/08/2020	Acquittal - Building Better Regions Fund	\$1,078.00
EFT000115	12/08/2020	Acquittal - Better Bins period ending 30 June 2020	\$858.00
Assetic			\$15,477.00
EFT000114	05/08/2020	Assetic myPredictor annual fee 2020-2021	\$15,477.00
Aus Clean WA			\$14,520.12
EFT000114	05/08/2020	Cleaning of all Shire buildings July 2020	\$14,520.12
Australia Post			\$598.39
EFT000115	12/08/2020	Postage period ending 31/07/20	\$598.39
Australian Services Union			\$151.40
EFT000114	05/08/2020	Payroll deductions	\$75.70
EFT000117	19/08/2020	Payroll deductions	\$75.70
Australian Taxation Office			\$180,046.00
EFT000114	05/08/2020	PAYG deductions	\$6,011.00
EFT000114	05/08/2020	PAYG deductions	\$82,459.00
EFT000117	19/08/2020	PAYG deductions	\$6,878.00
EFT000117	19/08/2020	PAYG deductions	\$84,698.00
Auto One Pinjarra			\$844.03
EFT000114	05/08/2020	Small automotive parts	\$615.79
EFT000115	12/08/2020	Small automotive parts	\$48.94
EFT000118	26/08/2020	Small automotive parts	\$179.30
Avalon Roof & Gutter Repairs			\$360.00
EFT000115	12/08/2020	Gutter cleaning	\$360.00
Black, Geoff			\$1,602.75
EFT000117	19/08/2020	Meeting, IT & Communications Allowance	\$1,602.75
Boc Gases Australia Limited			\$43.51
EFT000118	26/08/2020	Monthly oxygen cylinder rental	\$43.51
Bolt, Cr David			\$4,563.17
EFT000117	19/08/2020	Meeting, IT & Communications Allowance	\$4,563.17
Brenda Lillian Beacham			\$1,602.75
EFT000117	19/08/2020	Meeting, IT & Communications Allowance	\$1,602.75
Brownes Food Operations Pty Ltd			\$668.28
EFT000114	05/08/2020	Operations Centre milk supply	\$25.60
EFT000114	05/08/2020	Administration Office milk supply	\$27.26
EFT000114	05/08/2020	Operations Centre milk supply	\$25.60
EFT000114	05/08/2020	MALC Kiosk supplies	\$63.48
EFT000114	05/08/2020	Administration Office milk supply	\$27.26
EFT000114	05/08/2020	Operations Centre milk supply	\$25.60

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
EFT000114	05/08/2020	MALC Kiosk supplies	\$64.19
EFT000114	05/08/2020	Administration Office milk supply	\$27.26
EFT000114	05/08/2020	Operations Centre milk supply	\$25.60
EFT000114	05/08/2020	MALC Kiosk supplies	\$36.05
EFT000114	05/08/2020	Administration Office milk supply	\$27.26
EFT000114	05/08/2020	Operations Centre milk supply	\$25.60
EFT000118	26/08/2020	MALC staff room milk supply	\$54.39
EFT000118	26/08/2020	Administration Office milk supply	\$27.26
EFT000118	26/08/2020	MALC Kiosk supplies	\$133.01
EFT000118	26/08/2020	Administration Office milk supply	\$27.26
EFT000118	26/08/2020	Operations Centre milk supply	\$25.60
Bunbury Cemetery Board			\$440.00
EFT000118	26/08/2020	Cemetery ash urn containers	\$440.00
Bunbury Freight Services			\$77.59
EFT000115	12/08/2020	Freight of hydrochloric acid 600lt to MALC	\$77.59
Bunnings Building Supplies (Mandurah)			\$326.86
EFT000114	05/08/2020	Magnetic door stops	\$199.56
EFT000118	26/08/2020	Building materials wet area	\$127.30
Caltex Australia Petroleum			\$35,218.90
EFT000114	05/08/2020	Bulk diesel supply	\$19,066.26
EFT000118	26/08/2020	Bulk diesel supply	\$16,152.64
Caltex Australia Starcard			\$2,494.07
EFT000117	19/08/2020	Fuel usage - July 20	\$2,494.07
Cannon Hygiene Australia Pty Ltd			\$439.41
EFT000114	05/08/2020	Sanitary bin service for July - October	\$369.86
EFT000118	26/08/2020	Sanitary bin rental	\$69.55
Cardilini, Brad			\$1,602.75
EFT000117	19/08/2020	Meeting, IT & Communications Allowance	\$1,602.75
Children's Book Council of Australia WA Branch Inc			\$100.00
EFT000117	19/08/2020	Library merchandise	\$100.00
Cleanaway Waste Management			\$158,406.82
EFT000118	26/08/2020	Front lift bin for Edenvale clean up	\$490.43
EFT000118	26/08/2020	Recycling collection July 2020	\$45,875.81
EFT000118	26/08/2020	Refuse collection July 2020	\$73,766.42
EFT000118	26/08/2020	Operations Centre waste service July 2020	\$5.16
EFT000118	26/08/2020	Bulk bin collection July 2020	\$1,327.30
EFT000118	26/08/2020	Transfer Stations July 2020	\$36,941.70
Cleaning Supplies WA			\$3,156.64
EFT000115	12/08/2020	Cleaning supplies	\$842.57
EFT000117	19/08/2020	Cleaning supplies	\$1,160.83
EFT000118	26/08/2020	Cleaning supplies	\$1,153.24
Clinton Long Project Management Pty Ltd			\$16,346.49
EFT000114	05/08/2020	Final Progress Claim 7 Exchange Hotel	\$16,346.49
Coastal Vegetation Management			\$1,056.00
EFT000118	26/08/2020	Slash and cultivate for revegetation - South Yunderup	\$1,056.00
Coastline Lawn Services			\$14,608.00
EFT000118	26/08/2020	Mowing of Shire parks and ovals	\$14,608.00
Coca-Cola Amatil (Aust) Pty Ltd			\$235.70
EFT000114	05/08/2020	MALC Kiosk supplies	\$235.70
Coles Supermarkets Australia			\$1,205.99
EFT000115	12/08/2020	Photo shoot props	\$6.00
EFT000115	12/08/2020	Refreshments for staff farewell function	\$130.41
EFT000115	12/08/2020	Refreshments for staff retirement function	\$73.10
EFT000115	12/08/2020	MALC milk supply	\$3.59
EFT000115	12/08/2020	MALC cleaning supplies	\$13.50
EFT000115	12/08/2020	Tourism photo and film shoot supplies and props	\$121.42
EFT000115	12/08/2020	Aquatic operating supplies	\$188.99

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
EFT000115	12/08/2020	General kitchen and catering supplies	\$39.95
EFT000115	12/08/2020	MALC Kiosk supplies	\$152.96
EFT000115	12/08/2020	Farewell gift	\$72.54
EFT000115	12/08/2020	Animal food	\$20.88
EFT000115	12/08/2020	Refreshments for Trails meeting	\$23.00
EFT000115	12/08/2020	Gift cards as thankyou to talent	\$200.00
EFT000115	12/08/2020	Milk for aquatic staff room	\$13.16
EFT000115	12/08/2020	Refreshments for Strategy Planning Day	\$76.90
EFT000115	12/08/2020	MALC Kiosk supplies	\$4.00
EFT000115	12/08/2020	Prizes for Youth Activity	\$30.00
EFT000115	12/08/2020	Morning Tea for Murray-Waroona Resource Sharing	\$35.59
DATA#3 Limited			\$4,343.36
EFT000114	05/08/2020	Nessus Professional subscription	\$4,343.36
DC Two Pty Ltd			\$970.99
EFT000114	05/08/2020	Products and services - August 2020	\$970.99
Dep of Biodiversity, Conservation & Attractions			\$990.00
EFT000117	19/08/2020	Firewood Permit collection fees - July 20	\$990.00
Department of Fire and Emergency Services			\$22,837.00
EFT000117	19/08/2020	Recoup unspent BRMP Grant (2019/20)	\$22,837.00
Department of Mines, Industry Regulation & Safety			\$6,431.02
EFT000115	12/08/2020	BSL collection fees - July 2020	\$6,431.02
Dilate Digital			\$165.00
EFT000115	12/08/2020	Website updates	\$165.00
Downer EDI Works			\$1,210.00
EFT000118	26/08/2020	Supply 1000L of emulsion	\$1,210.00
Dunlop Electrics			\$18,061.45
EFT000114	05/08/2020	Replace motion sensor at South Yunderup Fire Station	\$237.60
EFT000114	05/08/2020	Find earth fault in power Administration Office	\$104.50
EFT000114	05/08/2020	Install conduits for car park lights Dwellingup	\$2,538.80
EFT000115	12/08/2020	Install 8 data outlets at Dwellingup Fire Station	\$2,111.45
EFT000115	12/08/2020	Electrical work for hot water system and air conditioner	\$983.95
EFT000115	12/08/2020	Repair lap pool heating pump	\$952.05
EFT000115	12/08/2020	Lap and leisure pool heating pumps	\$5,170.00
EFT000115	12/08/2020	Repair 12 Street Lights Murray River Country Estate	\$1,547.70
EFT000117	19/08/2020	Install light sensors to gym	\$787.60
EFT000117	19/08/2020	Supply and install lap pool pump	\$3,342.90
EFT000118	26/08/2020	Replace damaged movement sensor	\$180.40
EFT000118	26/08/2020	Inspect and repair GPO Edenvale School Hall	\$104.50
Dwellingup Community Compact			\$2,000.00
EFT000118	26/08/2020	Mountain Bike Month 2020 donation	\$2,000.00
Dwellingup Hotel			\$14,575.00
EFT000115	12/08/2020	Dwellingup Hotel facade upgrade	\$14,575.00
Fire & Safety WA			\$8,365.51
EFT000114	05/08/2020	Bush Fire Brigade uniforms and PPE	\$1,858.89
EFT000117	19/08/2020	Bush Fire Brigade uniforms and PPE	\$840.81
EFT000118	26/08/2020	Bush Fire Brigade uniforms and PPE	\$5,029.75
EFT000118	26/08/2020	19mm Fire Hose Reel 19m x 36m	\$636.06
Fitz Gerald Strategies			\$186.55
EFT000118	26/08/2020	IT Consultancy - North Dandalup Bush Fire Brigade	\$186.55
Foot Print (WA) Pty Ltd			\$264.00
EFT000117	19/08/2020	Business card order staff	\$176.00
EFT000118	26/08/2020	Business card order staff	\$88.00
Forest Heritage Centre			\$100.00
EFT000118	26/08/2020	Half day hire of Jarrah Forest Lodge	\$100.00
Frontline Technology Services			\$24,258.96
EFT000118	26/08/2020	Skype for Business support 2020 - 2021	\$24,258.96

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
Fulton Hogan Industries Pty Ltd			\$2,851.20
EFT000118	26/08/2020	Supply and deliver 12T of Coldmix	\$2,851.20
Greenfields Concreting			\$1,093.50
EFT000118	26/08/2020	Repair path at Dixon Ave Pinjarra	\$1,093.50
High Standard Systems			\$1,826.00
EFT000118	26/08/2020	Tecom system upgrade.	\$1,826.00
Hot Klobba			\$1,061.77
EFT000114	05/08/2020	Staff Uniforms	\$307.74
EFT000115	12/08/2020	Staff Uniforms	\$657.58
EFT000118	26/08/2020	Staff Uniforms	\$96.45
Infiniti Group			\$1,073.24
EFT000118	26/08/2020	MALC Kiosk supplies	\$308.84
EFT000118	26/08/2020	MALC cleaning supplies	\$764.40
Integra Insurance Brokers			\$1,490.50
EFT000118	26/08/2020	Public Liability and Contents Insurance - Murray District Historical Association	\$820.70
EFT000118	26/08/2020	Public Liability Insurance - West Murray Community Hall	\$669.80
Intelife Group			\$5,248.87
EFT000115	12/08/2020	BBQ cleaning and litter pick up	\$2,080.87
EFT000117	19/08/2020	Roadside litter pick July 2020	\$3,168.00
ITR Pacific Pty Ltd			\$480.35
EFT000114	05/08/2020	Supply wear strips	\$480.35
Ixom Operations Pty Ltd			\$211.42
EFT000118	26/08/2020	Monthly chlorine cylinders rental fee	\$211.42
Jaycar Pty Ltd			\$70.80
EFT000117	19/08/2020	SD card readers for digital media activities	\$70.80
JB Hi-Fi Commercial			\$1,540.06
EFT000115	12/08/2020	Apple iPhone 11 128GB (Black)	\$1,354.06
EFT000118	26/08/2020	Belkin Mix It Up Car Charger (Black)	\$186.00
JB Hi-Fi Mandurah			\$736.60
EFT000114	05/08/2020	Prizes for Hackathon activity with Pinjarra SHS	\$70.00
EFT000115	12/08/2020	Prizes for Hackathon activity with Pinjarra SHS	\$245.00
EFT000117	19/08/2020	Library DVD stock	\$421.60
Jenoptik Australia Pty Ltd			\$6,003.80
EFT000114	05/08/2020	Display - Speed sign	\$6,003.80
Josh Cowling Photography			\$7,700.00
EFT000117	19/08/2020	Tourism photo shoot 2020	\$7,700.00
JR & A Hersey Pty Ltd			\$261.80
EFT000117	19/08/2020	Boxes Scott Easyclean towelettes	\$261.80
KCI Industries			\$1,623.50
EFT000114	05/08/2020	Service of dishwasher at Edenvale Tea Rooms	\$290.00
EFT000118	26/08/2020	Repairs to dishwasher at Edenvale Tea Rooms	\$1,333.50
Stuart Kirkham			\$1,602.75
EFT000117	19/08/2020	Meeting, IT & Communications Allowance	\$1,602.75
Kmart - Head Office			\$209.40
EFT000117	19/08/2020	Kitchen and office supplies	\$209.40
Lake Preston Lime			\$49,554.56
EFT000114	05/08/2020	Supply crushed limestone Paterson Road	\$19,121.35
EFT000117	19/08/2020	Supply crushed limestone Paterson Road	\$16,734.23
EFT000118	26/08/2020	Supply crushed limestone Paterson Road	\$13,698.98
Landgate			\$1,267.83
EFT000117	19/08/2020	DLI invoices	\$26.20
EFT000117	19/08/2020	Rural UV Interim Valuation	\$85.46
EFT000117	19/08/2020	Gross Rental Valuations 30/05/20 - 26/06/20	\$1,156.17
Lee Stephen Donald			\$1,602.75
EFT000117	19/08/2020	Meeting, IT & Communications Allowance	\$1,602.75
Leisure Institute of W Australia (Aquatics) Inc			\$132.00

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
EFT000118	26/08/2020	LIWA Membership	\$132.00
Les Mills Asia Pacific Industries			\$258.15
EFT000114	05/08/2020	Les Mills monthly license fee	\$258.15
Les Mills Body Training Systems			\$258.15
EFT000115	12/08/2020	License fees	\$258.15
LGRCEU			\$164.04
EFT000114	05/08/2020	Payroll deductions	\$82.02
EFT000117	19/08/2020	Payroll deductions	\$82.02
Lucky Charm Pinjarra			\$428.16
EFT000115	12/08/2020	Assorted stationery	\$370.56
EFT000115	12/08/2020	The West Australian - 28/06/20 - 25/07/20	\$57.60
M.A Lalli & Associates			\$1,320.00
EFT000114	05/08/2020	Structural inspection of cracking in lunchroom	\$1,320.00
Mandurah Mitsubishi			\$80,123.38
EFT000115	12/08/2020	Mitsubishi Triton GLX 4x4 Dual cab chassis plus	\$37,768.13
EFT000117	19/08/2020	Mitsubishi Triton GLX+ 2.4L dual cab plus	\$42,355.25
Mandurah Tree Lopping & Stump Grinding			\$19,024.50
EFT000114	05/08/2020	Tree works for the month of July	\$7,700.00
EFT000114	05/08/2020	Tree pruning	\$8,244.50
EFT000117	19/08/2020	Tree works for the month of August	\$3,080.00
Marketforce Productions			\$1,375.00
EFT000118	26/08/2020	5 advertisement job pack for SEEK	\$1,375.00
McCall Bros			\$3,217.50
EFT000117	19/08/2020	Toilet roll holders	\$1,815.00
EFT000117	19/08/2020	Grease trap lid replacement	\$1,402.50
McLarty, Douglas			\$2,342.83
EFT000117	19/08/2020	Meeting, IT & Communications Allowance	\$2,342.83
McLeods			\$10,735.81
EFT000118	26/08/2020	Retainer fee for 2020-2021	\$3,300.00
EFT000118	26/08/2020	Goldfather Corporation	\$1,157.16
EFT000118	26/08/2020	Acquisition Agreement Lot 10 Burnside Road Meelon	\$236.06
EFT000118	26/08/2020	Lot 102 Lakes Road North Dandalup	\$2,170.38
EFT000118	26/08/2020	Agri Innovation Precinct - Peel Business Park Lease	\$694.23
EFT000118	26/08/2020	Preparation on Edenvale Tea Rooms / Fairbridge agreement	\$3,177.98
MM Electrical			\$657.73
EFT000114	05/08/2020	Octagonal column lights - Murray River Foreshore	\$657.73
Moore Australia (WA) Pty Ltd			\$242.00
EFT000114	05/08/2020	2020 WALGA Tax Webinar - Simplifying GST on Grants	\$242.00
MDE Electrical			\$412.50
EFT000118	26/08/2020	Repair request	\$412.50
Murray River Auto Repairs			\$1,748.85
EFT000114	05/08/2020	60,000km service 107WR Holden Colorado	\$405.40
EFT000114	05/08/2020	107WR Colorado - light repairs	\$29.95
EFT000114	05/08/2020	10,000km service 4011MY Nissan Qashqai	\$220.00
EFT000117	19/08/2020	50,000km service 4004MY Subaru Outback	\$632.10
EFT000117	19/08/2020	Replace left tyres 107WR Holden Colorado	\$420.00
EFT000118	26/08/2020	Replace headlight globe 4047MY Holden Colorado	\$41.40
Murray Shire Social Club			\$425.00
EFT000114	05/08/2020	Payroll deductions	\$10.00
EFT000114	05/08/2020	Payroll deductions	\$200.00
EFT000117	19/08/2020	Payroll deductions	\$10.00
EFT000117	19/08/2020	Payroll deductions	\$205.00
N & Y Painting Service			\$1,980.00
EFT000117	19/08/2020	Paint plywood hoardings	\$1,980.00
Neverfail (WA) Pty Limited			\$61.60
EFT000118	26/08/2020	Refills water cooler bottles	\$61.60

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
Next Power			\$1,540.00
EFT000118	26/08/2020	Service and report on Solar system	\$1,540.00
Officeworks			\$1,681.21
EFT000114	05/08/2020	Assorted stationery	\$244.91
EFT000115	12/08/2020	Assorted stationery	\$45.05
EFT000117	19/08/2020	Assorted stationery	\$916.50
EFT000117	19/08/2020	Kitchen and office supplies	\$474.75
Open Office Pty Ltd			\$32,309.20
EFT000114	05/08/2020	NAV licensing costs July 2020	\$5,102.90
EFT000114	05/08/2020	Community Hub licensing Fee July 2020	\$11,051.70
EFT000115	12/08/2020	Community Hub licensing Fee August 2020	\$11,051.70
EFT000115	12/08/2020	NAV licensing costs August 2020	\$5,102.90
Our Community Yoga			\$968.00
EFT000114	05/08/2020	4 Yoga Classes	\$242.00
EFT000117	19/08/2020	4 Yoga Classes	\$242.00
EFT000118	26/08/2020	8 Yoga classes	\$484.00
Overland Media			\$7,800.00
EFT000114	05/08/2020	Destination film shoot for Dwellingup	\$7,800.00
Peel Mini Earthmovers			\$871.20
EFT000117	19/08/2020	Kerbing repair at Murray Hills Estate	\$871.20
Peel Scape Solutions			\$32,177.97
EFT000114	05/08/2020	Reticulation at Dwellingup Trails Centre	\$2,563.00
EFT000114	05/08/2020	Landscape works Dwellingup Trails Centre	\$18,394.97
EFT000114	05/08/2020	Murray River Square Irrigation Stage 2	\$11,220.00
Peel Weed & Pest Control			\$4,169.00
EFT000118	26/08/2020	Weed control of laneways in Pinjarra	\$1,716.00
EFT000118	26/08/2020	Weed control Burnside Road	\$737.00
EFT000118	26/08/2020	Weed control Paterson Road	\$803.00
EFT000118	26/08/2020	Weed control Fiegerts Road	\$539.00
EFT000118	26/08/2020	Weed control Del Park Road	\$374.00
Perth Mint - Goldcorp Australia			\$168.30
EFT000114	05/08/2020	30 Citizenship coins	\$168.30
PFD Food Services Pty Ltd			\$914.75
EFT000114	05/08/2020	MALC Kiosk supplies	\$219.15
EFT000118	26/08/2020	MALC Kiosk supplies	\$695.60
Phoenix Foundry			\$431.20
EFT000114	05/08/2020	Cemetery plaque	\$289.30
EFT000115	12/08/2020	Detachable plaque	\$141.90
Pinjarra Pharmacy			\$29.83
EFT000117	19/08/2020	First aid supplies	\$29.83
Pinjarra Traders			\$24.95
EFT000117	19/08/2020	Animal food	\$24.95
Pisconeri AM			\$41,825.85
EFT000115	12/08/2020	Dwellingup Transfer Station management July 2020	\$3,810.40
EFT000115	12/08/2020	Transport green waste to Waroona July 2020	\$7,260.00
EFT000115	12/08/2020	Corio Road Transfer Station management July 2020	\$30,755.45
Print Sync Business Solutions			\$253.99
EFT000114	05/08/2020	Maintenance Colour Wave printer	\$253.99
Puma Energy			\$779.56
EFT000117	19/08/2020	Fuel usage	\$779.56
Quality Press			\$262.96
EFT000118	26/08/2020	DFES 41 - Vehicle Identifier Stickers	\$262.96
Ransom IT			\$600.00
EFT000114	05/08/2020	Hosting for Shire websites	\$600.00
Reece Pty Ltd			\$75.16
EFT000117	19/08/2020	Plumbing parts	\$75.16
Rogers, Cr Angela			\$1,602.75

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
EFT000117	19/08/2020	Meeting, IT & Communications Allowance	\$1,602.75
Rose, Casey			\$1,602.75
EFT000117	19/08/2020	Meeting, IT & Communications Allowance	\$1,602.75
Scope Business Imaging			\$3,033.07
EFT000115	12/08/2020	Copier charges - Accounts July 2020	\$77.93
EFT000115	12/08/2020	Copier charges - Binding room July 2020	\$504.98
EFT000115	12/08/2020	Copier charges - Depot July 2020	\$36.20
EFT000115	12/08/2020	Copier charges - DHVIC July 2020	\$189.38
EFT000115	12/08/2020	Copier charges - Fax Room July 2020	\$202.75
EFT000115	12/08/2020	Copier charges - Library July 2020	\$89.82
EFT000115	12/08/2020	Copier charges - MALC July 2020	\$195.68
EFT000115	12/08/2020	Copier charges - Planners July 2020	\$145.24
EFT000115	12/08/2020	Copier charges - Rangers July 2020	\$112.83
EFT000115	12/08/2020	Copier charges - Reception July 2020	\$54.89
EFT000115	12/08/2020	Copier charges - Records July 2020	\$47.48
EFT000115	12/08/2020	Copier charges - Tech Services July 2020	\$214.29
EFT000118	26/08/2020	Papercut Licence	\$1,161.60
Shire of Waroona			\$2,130.00
EFT000114	05/08/2020	Green waste disposal from Corio Road Transfer Station	\$192.00
EFT000115	12/08/2020	Waroona Landcare annual LCDC support	\$1,650.00
EFT000115	12/08/2020	Green waste disposal at Shire of Waroona	\$96.00
EFT000118	26/08/2020	Green waste disposal at Shire of Waroona	\$192.00
Sigma Chemicals			\$2,164.35
EFT000114	05/08/2020	Hydrochloric acid for Aquatic Centre	\$828.85
EFT000115	12/08/2020	Bicarb for Aquatic Centre	\$1,046.20
EFT000117	19/08/2020	Tablets and testing tubes	\$289.30
Signs Plus			\$220.10
EFT000114	05/08/2020	Employee name badge	\$101.10
EFT000115	12/08/2020	CEO name badge	\$119.00
Small Tree Farm			\$660.00
EFT000118	26/08/2020	8 White Cedar trees - Edenvale Homestead	\$660.00
Snap Mandurah			\$121.00
EFT000117	19/08/2020	Rate Notices artwork amendments	\$121.00
Soft Landing			\$2,772.00
EFT000115	12/08/2020	Collect mattresses from Corio Road Transfer Station	\$2,772.00
South West Fire Solutions			\$588.50
EFT000114	05/08/2020	Install emergency lighting batteries in Administration area	\$258.50
EFT000118	26/08/2020	Fire detection test for June	\$165.00
EFT000118	26/08/2020	Fire detection test for July	\$165.00
South Yunderup Residents & Ratepayers Assoc			\$1,500.00
EFT000117	19/08/2020	Community Assistance Fund	\$1,500.00
Specialised Basketball Coaching			\$220.00
EFT000118	26/08/2020	Youth Basketball Clinics August	\$220.00
Sports Power - Pinjarra			\$828.89
EFT000114	05/08/2020	Replacement of basketball and netball game balls	\$828.89
Spyker Business Solutions Pty Ltd			\$3,449.18
EFT000115	12/08/2020	CCTV maintenance - August 2020	\$3,449.18
St John Ambulance Australia - Belmont			\$3,932.60
EFT000118	26/08/2020	First Aid kit servicing	\$1,556.60
EFT000118	26/08/2020	Provide First Aid training August	\$2,376.00
Stewart & Heaton Clothing			\$822.06
EFT000117	19/08/2020	Bush Fire Brigade uniforms and PPE	\$548.04
EFT000118	26/08/2020	Bush Fire Brigade uniforms and PPE	\$274.02
Subway Pinjarra			\$407.90
EFT000115	12/08/2020	CEO, Directors and staff meeting refreshments	\$50.00
EFT000117	19/08/2020	Catering Bush Fire Brigade meeting	\$357.90

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
Telstra Corporation Limited			\$2,058.82
EFT000114	05/08/2020	Phone usage	\$309.68
EFT000115	12/08/2020	Phone usage - Coopers Mill	\$34.95
EFT000117	19/08/2020	Phone usage - Admin Office	\$149.99
EFT000117	19/08/2020	Phone usage - Rangers	\$1,177.27
EFT000118	26/08/2020	Phone usage - DHVIC	\$69.89
EFT000118	26/08/2020	Phone usage - Murray SES	\$128.28
EFT000118	26/08/2020	Phone usage	\$188.76
The Distributors Perth			\$279.50
EFT000114	05/08/2020	MALC Kiosk supplies	\$279.50
Toyota Financial Services			\$388.19
EFT000115	12/08/2020	MY12336 - Lease costs August 2020	\$388.19
TPG Network Pty Ltd			\$3,225.46
EFT000117	19/08/2020	Phone usage monthly	\$3,225.46
Tuckey's Hardware			\$4,809.96
EFT000114	05/08/2020	Items for general Parks works	\$164.78
EFT000114	05/08/2020	Items for Road Maintenance	\$79.85
EFT000114	05/08/2020	Assorted small hardware items	\$167.07
EFT000115	12/08/2020	Items for general Parks works	\$103.28
EFT000115	12/08/2020	Assorted small hardware items	\$61.16
EFT000115	12/08/2020	Plant for Edenvale Tea Rooms	\$104.39
EFT000117	19/08/2020	Items for general Parks works	\$232.66
EFT000117	19/08/2020	Items for Road Maintenance	\$154.50
EFT000117	19/08/2020	Assorted small hardware items	\$484.70
EFT000117	19/08/2020	Tree guards	\$1,921.00
EFT000117	19/08/2020	Replacement pump for toilets	\$921.45
EFT000118	26/08/2020	Items for Coopers Mill Gardens	\$72.70
EFT000118	26/08/2020	Assorted small hardware items	\$247.42
EFT000118	26/08/2020	Items for general Parks works	\$95.00
Tyrecycle Pty Ltd			\$5,090.62
EFT000114	05/08/2020	Collect tyres from Corio Road Transfer Station	\$1,586.31
EFT000115	12/08/2020	Tyre collection from Corio Road Transfer Station	\$705.05
EFT000118	26/08/2020	Collect tyres from Dwellingup Transfer Station	\$2,799.26
Tyrepower Pinjarra			\$1,853.00
EFT000118	26/08/2020	Supply and fit new tyres to Fleet vehicles	\$1,853.00
UDIA WA			\$180.00
EFT000118	26/08/2020	UDIA - Design Code Conference	\$180.00
Veolia Environmental Services			\$1,933.80
EFT000118	26/08/2020	Drain cleaning and root cutting at Delta Drive	\$1,933.80
Vibe Pinjarra			\$3,479.41
EFT000115	12/08/2020	Fuel usage	\$3,479.41
Wajon Publishing Company			\$50.60
EFT000118	26/08/2020	Visitor Centre stock	\$50.60
WALGA			\$1,650.00
EFT000117	19/08/2020	CHRMAP - Legal opinion	\$1,650.00
Waroona Septics & Liquid Waste			\$649.00
EFT000118	26/08/2020	Septic tank pump outs	\$649.00
Waterlogic Australia Pty Ltd			\$570.90
EFT000115	12/08/2020	Water cooler hire and refills	\$570.90
Waters BM & RV			\$264.00
EFT000115	12/08/2020	Rocks for Murray River Foreshore Development	\$264.00
Waynes Windscreens			\$638.00
EFT000114	05/08/2020	Fit door glass, window glass and tint	\$638.00
Westcoast Power Equipment			\$1,356.40
EFT000117	19/08/2020	Small plant and equipment	\$1,072.00
EFT000118	26/08/2020	Small plant and equipment	\$284.40
Western Rural Fencing			\$1,075.00

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
EFT000117	19/08/2020	Supply and erect fence	\$1,075.00
Westrac Equipment Pty Ltd			\$3,200.99
EFT000114	05/08/2020	Supply 2000h Service and status report	\$121.34
EFT000118	26/08/2020	Supply window and door glass	\$1,929.65
EFT000118	26/08/2020	Supply 2000h Service and status report	\$1,150.00
Whitcroft IT Pty Ltd			\$1,988.20
EFT000114	05/08/2020	Murray SES cable	\$845.00
EFT000114	05/08/2020	Printer cartridge	\$459.20
EFT000117	19/08/2020	Transfer data from old to new systems	\$684.00
Wilson Security			\$2,566.30
EFT000117	19/08/2020	Alarm callout 28/4/2020	\$97.90
EFT000117	19/08/2020	Alarm callout 28/4/2020	\$290.40
EFT000117	19/08/2020	Cash collection - September 2019 - February 2020	\$2,178.00
Wren Oil			\$280.50
EFT000118	26/08/2020	Removal of 4800 litres waste oil from Corio Road	\$280.50
Mandurah Psychological Services Pty Ltd			\$214.50
EFT000118	26/08/2020	Consultation session with psychologist	\$214.50
Easi Packaging Pty Ltd			\$6,270.50
EFT000114	05/08/2020	Payroll deductions	\$3,111.54
EFT000117	19/08/2020	Payroll deductions	\$3,158.96
Hydrochem			\$314.05
EFT000114	05/08/2020	Water treatment service at Aquatic Centre	\$314.05
Monday.com Ltd			\$15,601.28
EFT000116	14/08/2020	Monday.com subscription for 25 users	\$15,601.28
Jenni Brown			\$9,295.00
EFT000117	19/08/2020	Project Management Agri Innovation Precinct	\$9,295.00
Telair Pty Ltd			\$1,453.39
EFT000115	12/08/2020	Service charges - August 2020	\$1,453.39
Toll Transport Pty Ltd			\$369.40
EFT000114	05/08/2020	Courier charges	\$10.73
EFT000115	12/08/2020	Courier charges	\$137.45
EFT000117	19/08/2020	Courier charges	\$148.89
EFT000118	26/08/2020	Courier charges	\$72.33
Simple Little Designs			\$1,050.00
EFT000115	12/08/2020	MALC marketing services	\$350.00
EFT000117	19/08/2020	MALC marketing services	\$700.00
CipherTel Pty Ltd			\$5,438.40
EFT000118	26/08/2020	Annual Site Access Fee Mt William	\$5,438.40
SITE Architecture Studio			\$7,993.50
EFT000115	12/08/2020	Sporting Facilities Concept and Design - progress payment	\$5,936.50
EFT000115	12/08/2020	Concept Design variation	\$2,057.00
Rural Press Pty Limited			\$590.78
EFT000117	19/08/2020	Public Notices - Mandurah Mail 9 July 2020	\$590.78
Evolved Sound			\$1,668.00
EFT000117	19/08/2020	MALC music and advertising content August 2020-August 2021	\$1,668.00
Firm Construction Pty Ltd			\$12,048.30
EFT000114	05/08/2020	Electrical works Dwellingup Trails Centre	\$12,048.30
Forms Express			\$6,555.45
EFT000115	12/08/2020	Bill Archive - Rates July 2020 - June 2021	\$3,839.00
EFT000115	12/08/2020	Envelopes x 15,000	\$924.00
EFT000117	19/08/2020	Artwork - Rate notice	\$214.50
EFT000118	26/08/2020	Printing - Rates Newsletter x 9,500	\$1,577.95
Construction Training Fund			\$3,857.10
EFT000117	19/08/2020	BCITF Collection Fees - July 2020	\$3,857.10
Quicklee Express			\$114.40
EFT000115	12/08/2020	Courier charges	\$114.40

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
Rugged Phone Store Pty			\$3,713.00
EFT000114	05/08/2020	4G Rugged Smartphone	\$647.00
EFT000117	19/08/2020	4G Rugged Smartphone	\$1,400.00
EFT000118	26/08/2020	Blackview BV9600E 4G+128GB Rugged Smartphone	\$1,666.00
Waroona Rural Services			\$960.40
EFT000115	12/08/2020	Road maintenance supplies	\$960.40
Gina Thompson			\$658.36
EFT000115	12/08/2020	Overpayment rates - A108	\$658.36
Mandurah Bolt Supplies			\$471.88
EFT000114	05/08/2020	Screws for door stops	\$2.69
EFT000115	12/08/2020	3 x mobile hand sanitisation stations	\$465.00
EFT000118	26/08/2020	Screws for door stops	\$4.19
Mammoth Equipment and Exhausts			\$491.15
EFT000118	26/08/2020	Supply pumped in Ad-Blue	\$491.15
NRP Electrical Services			\$1,295.80
EFT000118	26/08/2020	Six monthly technical visit	\$1,295.80
i2C Design & Management Pty Ltd			\$147,593.05
EFT000114	05/08/2020	Design costs Agri-Innovation Project	\$50,567.00
EFT000118	26/08/2020	Design costs Agri-Innovation Project	\$97,026.05
Pinjarra Community Men's Shed			\$450.00
EFT000115	12/08/2020	Deposit on scorers desks	\$450.00
Savagely Creative			\$12,870.00
EFT000115	12/08/2020	Commencement of study - Harvest Highway Project	\$12,870.00
Donald Cant Watts Corke (WA) Pty Ltd			\$16,500.00
EFT000115	12/08/2020	Concept Design Agri-Innovation Project	\$16,500.00
WA Structural Consulting Engineers Pty Ltd			\$4,950.00
EFT000114	05/08/2020	Beau Sovereign Bridge site inspection & assessment	\$4,950.00
True Track Truck Aligning			\$110.00
EFT000114	05/08/2020	Wheel balance	\$110.00
Alexander Derry			\$120.00
EFT000114	05/08/2020	Trim and hang binding back door	\$120.00
Total Oil Australia Pty Ltd			\$4,215.26
EFT000118	26/08/2020	Oil supply for Workshop	\$4,215.26
South West Isuzu			\$1,870.51
EFT000118	26/08/2020	Supply and fit new clutch	\$1,870.51
Placid Waters Concrete Service			\$4,895.00
EFT000114	05/08/2020	Forming and laying exposed aggregate	\$4,895.00
MyMedia			\$770.00
EFT000115	12/08/2020	MyMedia Monthly subscription	\$770.00
Place Laboratory Pty Ltd			\$25,190.00
EFT000115	12/08/2020	Stage 4 - Situation Analysis Report Edenvale Heritage Precinct	\$11,418.00
EFT000118	26/08/2020	Stage 4 - Options Development Pinjarra Heritage Railway Precinct	\$13,772.00
The Butcher Shop			\$2,436.00
EFT000114	05/08/2020	Purchase of skateboard decks for youth art	\$2,436.00
Allstar Signs			\$1,086.00
EFT000115	12/08/2020	Household Hazardous Waste sign	\$374.00
EFT000115	12/08/2020	Rehabilitation Works in Progress signage	\$322.00
EFT000118	26/08/2020	No Entry sign Corio Road	\$390.00
L&H Group			\$1,317.27
EFT000114	05/08/2020	Light fittings for MALC Changerooms and Office	\$1,317.27
Harvey Norman Mandurah			\$1,677.00
EFT000115	12/08/2020	Coffee table for DTVC entry	\$599.00
EFT000115	12/08/2020	Floor mat for DTVC entry	\$550.00
EFT000118	26/08/2020	Fridge and vacuum cleaner for DVTC	\$528.00
Armsec WA			\$385.00

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
EFT000114	05/08/2020	Alarm callouts	\$275.00
EFT000118	26/08/2020	Alarm callout	\$110.00
Kanyana Engineering			\$1,605.78
EFT000115	12/08/2020	Steel tree surrounds for Edenvale Gardens	\$1,605.78
Complete Refridge Solutions			\$5,612.59
EFT000118	26/08/2020	Renew air conditioners Community Meeting Rooms	\$5,612.59
Essential Aircor Services Pty Ltd			\$928.96
EFT000114	05/08/2020	Resolve fault with Reception air conditioner	\$928.96
CPB Electrical and Gas			\$890.01
EFT000114	05/08/2020	Parts and labour to fix flat grill at Edenvale Tearooms	\$890.01
Lockdown Security Solutions			\$650.00
EFT000117	19/08/2020	Alarm monitoring	\$650.00
Neon Logic Agency			\$3,520.00
EFT000114	05/08/2020	Careers at Council subscription - job advertising.	\$3,520.00
The Fitting Bay			\$174.00
EFT000114	05/08/2020	iPhone cradle and case for vehicle	\$174.00
Forrest Medical Centre			\$375.10
EFT000114	05/08/2020	Pre-employment medicals	\$151.25
EFT000115	12/08/2020	Pre-employment medicals	\$223.85
Sharon & Gregory Baile			\$771.57
EFT000114	05/08/2020	Overpayment rates - A5467	\$771.57
Richard & Wendy Campbell			\$771.57
EFT000114	05/08/2020	Overpayment rates - A10941	\$771.57
Barry Skinner			\$708.68
EFT000114	05/08/2020	Overpayment rates - A965	\$708.68
The Estate of E M Walker			\$306.75
EFT000114	05/08/2020	Overpayment rates - A1449	\$306.75
Tony De Clifford			\$610.46
EFT000114	05/08/2020	Overpayment rates - A1068	\$610.46
Norma & Leslie Kelly			\$613.50
EFT000114	05/08/2020	Overpayment rates - A256	\$613.50
Regional Communications Solutions			\$7,930.89
EFT000118	26/08/2020	Antennas for Fire Brigade vehicles	\$7,930.89
Joan Babich			\$27.50
EFT000114	05/08/2020	Key bond refund	\$27.50
Belinda Brown			\$168.00
EFT000114	05/08/2020	Reimbursement curtains for Edenvale Tearooms	\$168.00
Future Institute of Australia			\$2,750.00
EFT000115	12/08/2020	Training needs analysis - 2020/2021	\$2,750.00
Creative Spaces			\$3,696.00
EFT000115	12/08/2020	Stage 1 fees for signage at Dwellingup Trails Centre	\$3,696.00
Yvonne G Arnett			\$613.50
EFT000115	12/08/2020	Overpayment rates - A5500	\$613.50
Helen Waters			\$658.36
EFT000115	12/08/2020	Overpayment rates - A4943	\$658.36
Reta Cleminson			\$792.00
EFT000115	12/08/2020	Overpayment rates - A4322	\$792.00
Peter Bennett			\$59.68
EFT000115	12/08/2020	Overpayment rates - A1059	\$59.68
Peter Ulyatt			\$792.00
EFT000115	12/08/2020	Overpayment rates - A11645	\$792.00
Carolyn Bergin & Craig Gooch			\$396.00
EFT000115	12/08/2020	Overpayment rates - A10044	\$396.00
Ghislaine & Robbie McElroy			\$296.42
EFT000115	12/08/2020	Overpayment rates - A7901	\$296.42
Ian & Gillian Bailey			\$103.59
EFT000115	12/08/2020	Overpayment rates - A7604	\$103.59

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
Pierre Botha			\$380.00
EFT000115	12/08/2020	Waterwise verge rebate	\$380.00
City of Kwinana			\$1,334.07
EFT000115	12/08/2020	Caroline Henning - Long Service Leave	\$1,334.07
Stylelite Pty Ltd			\$1,100.00
EFT000118	26/08/2020	Black bollard lights	\$1,100.00
George Phillips			\$5,100.00
EFT000117	19/08/2020	Overpayment rates - A5014	\$5,100.00
Kevin Vulich			\$670.94
EFT000118	26/08/2020	Overpayment rates - A4280	\$670.94
Kerry & Anthony J Preston			\$792.00
EFT000118	26/08/2020	Overpayment rates - A3048	\$792.00
Vanessa Davies			\$60.50
EFT000118	26/08/2020	Overpayment rates - A2136	\$60.50
Alan & Leanne Turner			\$335.47
EFT000118	26/08/2020	Overpayment rates - A833	\$335.47
Malcom Royans			\$784.15
EFT000118	26/08/2020	Overpayment rates - A10531	\$784.15
Brian Brophy			\$183.71
EFT000118	26/08/2020	Overpayment rates - A9042	\$183.71
Milly & Wy			\$945.00
EFT000118	26/08/2020	Initial Order and custom labels set up	\$945.00
Ryan Williams			\$337.74
EFT000118	26/08/2020	Overpayment rates - A8595	\$337.74
Cheyne Sellenger			\$603.50
EFT000118	26/08/2020	Overpayment of fitness membership	\$603.50
Robert De Bijl			\$25.83
EFT000118	26/08/2020	Overpayment dog registration fee - Murphy	\$25.83
		EFT Total	\$1,348,499.13
Department of Transport			\$126.60
101116	19/08/2020	Jetty renewal - 1680	\$42.20
101116	19/08/2020	Jetty renewal - 1300	\$42.20
101116	19/08/2020	Jetty renewal - 1298	\$42.20
Shire of Murray			\$5,394.52
101109	05/08/2020	Payroll deductions - Rates	\$120.00
101109	05/08/2020	Payroll deductions - Gym memberships	\$2,345.22
101114	12/08/2020	BSL Commission - July 20	\$260.00
101117	19/08/2020	Payroll deductions - Rates	\$120.00
101117	19/08/2020	Payroll deductions - Gym memberships	\$2,356.80
101117	19/08/2020	BCITF Commission July 20	\$82.50
101117	19/08/2020	Firewood Commission - August 20	\$110.00
Synergy			\$47,134.44
101110	05/08/2020	Electricity - Cantwell Park	\$113.40
101110	05/08/2020	Electricity - Pinjarra Equestrian Association	\$61.15
101110	05/08/2020	Electricity - Fire tank	\$109.05
101110	05/08/2020	Electricity - Cantwell Park Playground	\$249.35
101110	05/08/2020	Electricity - SES Building	\$710.56
101110	05/08/2020	Electricity - 28 George St	\$1,655.22
101110	05/08/2020	Electricity - Depot	\$941.56
101110	05/08/2020	Electricity - Pinjarra Heritage Railway Building	\$1,391.31
101110	05/08/2020	Electricity - Pinjarra Industrial Estate bore	\$117.59
101110	05/08/2020	Electricity - CCTV Town Square	\$112.41
101110	05/08/2020	Electricity - Animal Pound	\$248.58
101110	05/08/2020	Electricity - Cemetery	\$110.62
101110	05/08/2020	Electricity - Lions Park Barbeques	\$106.85
101110	05/08/2020	Electricity - Streetlights	\$30,357.12
101118	19/08/2020	Electricity - Dwellingup Fire Station	\$719.50

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
101118	19/08/2020	Electricity - Civic Centre	\$711.12
101118	19/08/2020	Electricity - Carpark	\$748.18
101118	19/08/2020	Electricity - Records Building	\$1,477.22
101118	19/08/2020	Electricity - Cantwell Park Barbeques	\$375.60
101118	19/08/2020	Electricity - Old SES Building	\$109.33
101118	19/08/2020	Electricity - Dwellingup Oval bore	\$118.32
101118	19/08/2020	Electricity - Pinjarra Meadows bore	\$372.61
101118	19/08/2020	Electricity - North Pinjarra Change Rooms	\$248.52
101118	19/08/2020	Electricity - Dwellingup Log Chop Area	\$112.66
101118	19/08/2020	Electricity - MRCE Grove Park	\$440.50
101118	19/08/2020	Electricity - Fire tank	\$110.23
101118	19/08/2020	Electricity - Dwellingup Oval bore	\$265.65
101118	19/08/2020	Electricity - Administration Gardens	\$118.66
101118	19/08/2020	Electricity - Fire tank	\$109.04
101118	19/08/2020	Electricity - Edenvale - Liveringa	\$299.20
101118	19/08/2020	Electricity - Gentlemen's Park	\$539.70
101118	19/08/2020	Electricity - Murray House	\$585.99
101118	19/08/2020	Electricity - Dwellingup Rose Garden	\$116.35
101118	19/08/2020	Electricity - Edenvale Old School Hall	\$341.80
101118	19/08/2020	Electricity - Marinup Park Playground	\$113.91
101118	19/08/2020	Electricity - Dwellingup Hall	\$434.46
101118	19/08/2020	Electricity - McLarty Precinct	\$136.25
101118	19/08/2020	Electricity - Corio Road Transfer Station	\$860.86
101122	26/08/2020	Electricity - Fire tank	\$59.93
101122	26/08/2020	Electricity - Fire tank	\$106.07
101122	26/08/2020	Electricity - Fire tank	\$106.07
101122	26/08/2020	Electricity - Fire tank	\$102.52
101122	26/08/2020	Electricity - Fire tank	\$106.07
101122	26/08/2020	Electricity - North Dandalup Hall	\$452.46
101122	26/08/2020	Electricity - Cantwell Park bore	\$89.53
101122	26/08/2020	Electricity - Lions Park river pump	\$361.36
Alinta Gas			\$11,135.50
101111	05/08/2020	Gas - Leisure Centre - Aquatic Centre	\$11,135.50
Water Corporation			\$1,600.94
101112	05/08/2020	Water: Waste - Multipurpose Facility	\$364.19
101112	05/08/2020	Water: Waste - Edenvale Tearooms	\$348.09
101112	05/08/2020	Water: Waste - Civic Centre	\$348.09
101112	05/08/2020	Water: Waste - Leisure Centre	\$540.57
Department of Transport			\$800.00
101119	19/08/2020	Special Series Plates - 993MY and 985MY	\$400.00
101119	19/08/2020	Special Series Plates - 088MY	\$200.00
101123	26/08/2020	Special Series Plates - 757MY	\$200.00
Optus			\$3,054.74
101120	19/08/2020	Phone usage	\$249.75
101124	26/08/2020	Phone usage	\$2,804.99
Magistrates Court of WA			\$155.70
101115	12/08/2020	Court prosecution costs	\$155.70
The West Australian Newspapers Ltd			\$144.00
101113	05/08/2020	The West Australian newspaper delivery 29/08/20 - 21/11/20	\$144.00
Play Australia			\$198.00
101121	19/08/2020	Play Australia membership	\$198.00
Please Pay Cash			\$1,870.00
065487	03/08/2020	Umpire recoup as at 24 July 2020	\$860.00
065488	19/08/2020	Umpire recoup as at 13 August 2020	\$1,010.00
Please Pay Cash - Admin			\$639.47
065489	19/08/2020	Petty Cash - detail in attachment	\$639.47

List of Accounts Paid in August 2020 to be Received			
Payment No	Posting Date	Description	Amount
		Cheque Total	\$72,253.91
Commonwealth Bank Direct Debit	06/08/2020	Corporate Credit Cards - detail in attachment	\$17,124.91
		Credit Card Total	\$17,124.91
		Payment Total	\$1,437,877.95

This schedule of accounts paid for the Municipal Fund totalling **\$1,437,877.95** which was submitted to each member of the Council on **24 September 2020** has been checked and is fully supported by vouchers and invoices which are submitted herewith and which have been duly certified as to the receipt of goods and the rendition of services and as to prices, Total creditor accounts outstanding as at 31 August 2020 is **\$248,219.34**.
 The accompanying attachment forms part of this report, which details the expenses paid by Cash and Corporate Credit Card for the month of **August 2020**.

 CHIEF EXECUTIVE OFFICER

Attachment of List of Accounts Paid in August to be Received				
Cheque	Date	Name	Description	Amount
065489	19/08/2020	Petty Cash Admin		\$639.47
		Department of Transport	Change plates to 4019MY	\$34.60
		Coles Pinjarra	Library catering	\$7.50
		Pinjarra Pharmacy	Hand sanitiser	\$19.95
		Pinjarra Bakery	Library catering	\$8.00
		Coles Pinjarra	Gift card	\$44.99
		IGA	Library catering	\$4.80
		Department of Transport	Change plates 4033MY	\$34.60
		Spotlight	Brackets for curtains	\$38.00
		Department of Transport	Change plates 4017MY	\$34.60
		The Reject Shop	Farewell card	\$8.00
		Department of Transport	Change plates 4015MY	\$34.60
		Spotlight	Curtains Edenvale Tearooms	\$45.00
		Vergones Fruit Stall	Catering for photo shoot	\$42.00
		Target	Decorator items for Edenvale Tearooms	\$50.00
		Bunnings	Light globes Edenvale Tearooms	\$16.83
		Coles Pinjarra	Farewell gift card for Daniel Bingham	\$200.00
		Spotlight	Curtains Edenvale Tearooms	\$16.00
Direct Debit	6/08/2020	CommBank	Corporate Credit Card Usage	\$17,124.91
		Lauren Williams		\$53.90
		Dilate Digital	Monthly eNewsletter	\$53.90
		Leanne McGuirk		\$4,979.36
		Google	Google G Suite Court House June 2020	\$22.30
		Fairbridge Village	Accommodation for Photo Shoot	\$405.00
		Jarrafall Bushcamp	Accommodation for Photo Shoot	\$210.00
		Department of Biodiversity	Holiday Day Passes - Photo Shoot	\$75.00
		Blue Wren Café	Catering for photo shoot	\$117.00
		Dwellingup IGA	Catering for photo shoot	\$7.00
		Longriders Woodfired Pizzas	Catering for photo shoot	\$363.60
		Vergones Fruit Stall	Catering for photo shoot	\$37.00
		Dwellingup Hotel	Catering for photo shoot	\$116.00
		Black Velvet & Honey	Catering for photo shoot	\$65.50
		Squarespace Inc.	Squarespace app monthly subscription	\$19.00
		Squarespace Inc.	Squarespace app monthly subscription	\$16.80
		Noble River Estate	Accommodation for Photo Shoot	\$610.00
		Ikea Furniture	Furniture for Pinjarra Visitors Centre	\$835.93
		Shopfittings Store Pty Ltd	Fittings for Pinjarra Visitor Centre	\$826.94
		Department of Biodiversity	Dwellingup camp fees for photo shoot	\$30.00
		Longriders Woodfired Pizzas	Catering for photo shoot	\$52.20

Attachment of List of Accounts Paid in August to be Received				
Cheque	Date	Name	Description	Amount
		ASIC	Registration of Business Name	\$87.00
		ASIC	Registration of Business Name	\$87.00
		Port Mandurah Removals	Removal of piano at Edenvale	\$437.53
		Google	Google G Suite Court House July 2020	\$22.09
		Peter Kenyon Enterprises Pty Ltd	Training workshop Power to the People	\$484.00
		Humantix	Town Team Movement Conference	\$52.47
		Rodney Peake		\$1,126.18
		BP Baldivis	Fuel for 4003MY	\$89.02
		Ravenswood Night Owl	Fuel for 4003MY	\$82.20
		Coles Express Bullcreek	Fuel for 4003MY	\$82.18
		Camera House	Gift card for farewell gift	\$200.00
		BP Pingelly	Fuel for 4003MY	\$50.00
		BP Baldivis	Fuel for 4003MY	\$88.56
		Dwellingup Hotel	Waroona Resource Sharing Strategy Day	\$512.00
		City of Perth Parking	Parking for Perth Meetings	\$22.22
		Sally Donkin		\$1,579.77
		Links Modular	Monthly subscription June 2020	\$414.35
		Myzone	Monthly subscription June 2020	\$218.90
		Council on the Ageing	Staff training	\$200.00
		AAC Event Specialists	Wristbands for aquatic entry	\$711.52
		Shutterstock	Stock images - monthly subscription	\$35.00
		Dean Unsworth		\$583.56
		Superloop Broadband	Home broadband June 2020	\$89.95
		Liquorland Pinjarra	Refreshments - Operations Centre EOFY Function 03/07/20	\$92.00
		Café Bean	Refreshments - meeting with Federal MPS in Bunbury 06/07/20	\$63.30
		SAI Group of Business	Refreshments - lunch meeting 14/07/20	\$21.50
		Murphy's Mandurah	Refreshments - meeting with Project Manager 15/07/20	\$52.20
		Pappys Café	Refreshments - meeting with Project Manager 30/07/20	\$10.20
		Caffeinatrix Perth	Refreshments - meeting 31/07/20	\$4.50
		Adina Apartment Hotel	CEO accommodation - meeting with Murdoch University in Perth 31/07/20	\$160.91
		Willstone Enterprises Perth	Refreshments - meeting with PDC prior to DPIRD workshop 03/08/20	\$89.00
		Gavin Stevens		\$755.28
		Silver Sponge Hand Car Wash	Premium car wash for CESC vehicle	\$100.00
		ELGAS Ltd	Replacement gas bottle for Murray SES	\$99.00

Attachment of List of Accounts Paid in August to be Received				
Cheque	Date	Name	Description	Amount
		Aussie Phone Doctor	Replacement cover for CESC phone	\$25.28
		Earth 2 Ocean Communication	Cradle and cover for CESC phone	\$225.00
		WINC	Replacement CESC chair	\$306.00
		Daniel Bingham		\$801.89
		Google G suite	G Suite monthly subscription for Court House - July	\$6.20
		Google G Suite	G Suite monthly subscription for Councillors - July	\$172.79
		Internode P/l	Wireless NBN	\$351.62
		Google G suite	G Suite monthly subscription for Court House	\$5.98
		Zettanet Pty Ltd	Monthly subscription - voice backup	\$92.51
		Google G Suite	G Suite monthly subscription for Google for work	\$172.79
		Ben Jordan		\$749.10
		Snap Mandurah	Safety signage	\$235.10
		ID Warehouse	RFID Reader	\$396.55
		Tuckey's Hardware	Double sided tape	\$33.10
		Big W	Helium balloons	\$41.00
		Mailchimp	Email newsletter service	\$43.35
		David Arkwright		\$114.00
		Transperth	Return train fares - Development WA meeting 07/07/20	\$22.60
		Boom Coffee Co	Refreshments - CBRE meeting 07/07/20	\$10.50
		Transperth	Return train fares for two people - Golden Group meeting 31/07/20	\$45.20
		Transperth	Train fare - WAFIP workshop 03/08/20	\$13.10
		Transperth	Return train fares - One Atomic meeting 04/08/20	\$22.60
		Dale Burton		\$376.00
		Total Tools Mandurah	Acro prop support	\$376.00
		Martin Harrop		\$4,800.00
		DWER - Water	Clearing permit	\$2,400.00
		DWER - Water	Clearing permit	\$2,400.00
		Paul Hitchmough		\$135.12
		Department of Transport	Change of plates to 4042MY	\$17.30
		FlexibleDrive PTY Ltd	Cable-hilex special	\$117.82
		Ron Porter		\$5.48
		L & H Group	PPE for staff	\$5.48
		Janet Freemantle		\$86.97
		Chargebar	Chargebar monthly rental	\$15.67

Attachment of List of Accounts Paid in August to be Received				
Cheque	Date	Name	Description	Amount
		Dilate Digital	eNewsletter campaign	\$71.30
		Chris Pretorious		\$17.30
		Department of Transport	Change of plates to 4013MY	\$17.30
		Alan Smith		\$961.00
		Liquorland	Refreshments - G Hattons retirement	\$361.00
		Bunnings	Gift vouchers - G Hatton's retirement	\$200.00
		Mandurah Bins	Clean up of Dwellingup Trails building site	\$400.00

MONTHLY FINANCIAL REPORT
(Containing the Statement of Financial Activity)
FOR THE PERIOD ENDED 31 AUGUST 2020



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**STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2020**

BY NATURE OR TYPE

	Adopted Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(b)
Operating Revenues	\$	\$	\$	\$	%
Specified area rates	192,416	192,416	192,417	1	0.00%
Operating grants, subsidies and contributions	5,438,915	453,243	456,664	3,421	0.75%
Non-operating grants, subsidies and contributions	19,761,372	2,615,458	2,251,550	(363,908)	(16.16%)
Fees and charges	5,554,546	3,381,254	3,309,106	(72,148)	(2.18%)
Interest earnings	372,250	62,042	10,984	(51,057)	(464.82%)
Other revenue	215,575	302,512	234,386	(68,126)	(29.07%)
Profit on asset disposals	1,041,005	0	0	0	
	32,576,079	7,006,925	6,455,107	(551,818)	
Operating Expense					
Employee costs	(11,985,880)	(1,997,647)	(1,938,085)	59,561	3.07%
Materials and contracts	(12,034,624)	(1,035,124)	(971,426)	63,698	6.56%
Utility charges	(914,233)	(152,372)	(77,830)	74,542	95.78%
Depreciation on non-current assets	(6,479,266)	0	0	0	
Interest expenses	(146,419)	(24,403)	(3,158)	21,245	672.63%
Insurance expenses	(446,457)	(223,229)	(278,559)	(55,330)	(19.86%)
Other expenditure	(2,060,683)	(203,254)	(156,563)	46,691	29.82%
Loss on asset disposals	(47,763)	0	0	0	
	(34,115,325)	(3,636,029)	(3,425,621)	210,408	
Non-cash amounts excluded from operating activities					
Add back Depreciation	6,479,266	0	0	0	
Adjust (Profit)/Loss on Asset Disposal	(993,242)	0	0	0	
Movement between current & non-current	45,000	0	0	0	
Net Operating (Excluding Rates)	3,991,778	3,370,896	3,029,486	(341,410)	
Capital Revenues					
Proceeds from Disposal of Assets	2,337,674	49,597	53,409	3,812	7.14%
Proceeds from Loan Borrowings	120,000	0	0	0	
Repayment of Self Supporting Loan	41,243	0	0	0	
Transfer from Reserves	4,635,036	0	0	0	
	7,133,953	49,597	53,409	3,812	
Capital Expenses					
Land and Buildings	(13,728,592)	(290,325)	(216,504)	73,821	34.10%
Furniture and Equipment	(260,385)	(43,398)	(28,358)	15,040	53.04%
Plant and Equipment	(1,157,135)	(192,856)	(139,685)	53,171	38.06%
Infrastructure Assets - Roads	(3,094,447)	(207,526)	(135,306)	72,220	53.38%
Infrastructure Assets - Other	(6,758,280)	(145,256)	(72,782)	72,474	99.58%
Repayment of Debentures	(573,604)	(90,785)	(20,515)	70,270	342.53%
Advances of Self Supporting Loans	(120,000)	0	0	0	
Transfer to Reserves	(6,946,092)	0	0	0	
	(32,638,535)	(970,145)	(613,149)	356,996	
Net Capital	(25,504,582)	(920,548)	(559,740)	360,808	
Total Net Operating + Capital	(21,512,804)	2,450,348	2,469,746	19,398	
Add: Net Current Assets July 1 B/Fwd	5,632,372	5,632,372	11,582,360	5,949,988	
Less: Net Current Assets Year to Date	1,315,485	25,278,637	31,131,017	5,852,380	
Amount Raised From General Rates	(17,195,917)	(17,195,917)	(17,078,911)	117,006	

**MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDED 31 AUGUST 2020**

**MONTHLY SUMMARY
INFORMATION**

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 7 Sep 2020
Prepared by: Manager Finance
Reviewed by: Director Corporate Services

BASIS OF PREPARATION

REPORT PURPOSE

This report is prepared to meet the requirements of Local Government (Financial Management) Regulations 1996, Regulation 34 . Note: The Statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation.

BASIS OF ACCOUNTING

This statement comprises a special purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1995 and accompanying regulations. Material accounting policies which have been adopted in the preparation of this statement are presented below and have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the report has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

THE LOCAL GOVERNMENT REPORTING ENTITY

All Funds through which the Council controls resources to carry on its functions have been included in this statement. In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between Funds) have been eliminated. All monies held in the Trust Fund are excluded from the statement.

SIGNIFICANT ACCOUNTING POLICIES

GOODS AND SERVICES TAX

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

CRITICAL ACCOUNTING ESTIMATES

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

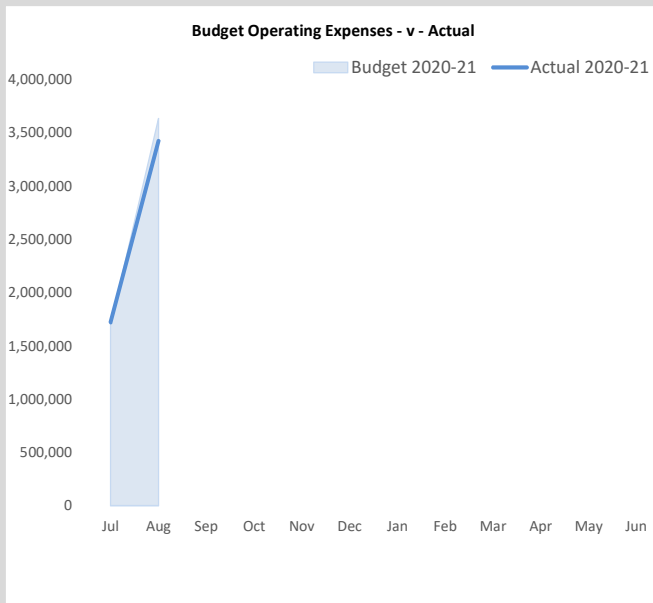
ROUNDING OFF FIGURES

All figures shown in this statement are rounded to the nearest dollar.

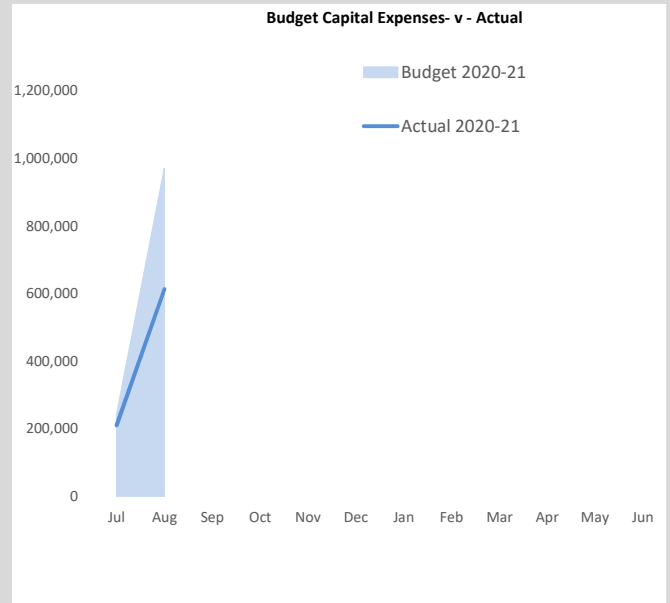
**MONTHLY FINANCIAL REPORT
 FOR THE PERIOD ENDED 31 AUGUST 2020**

**MONTHLY SUMMARY INFORMATION
 GRAPHS**

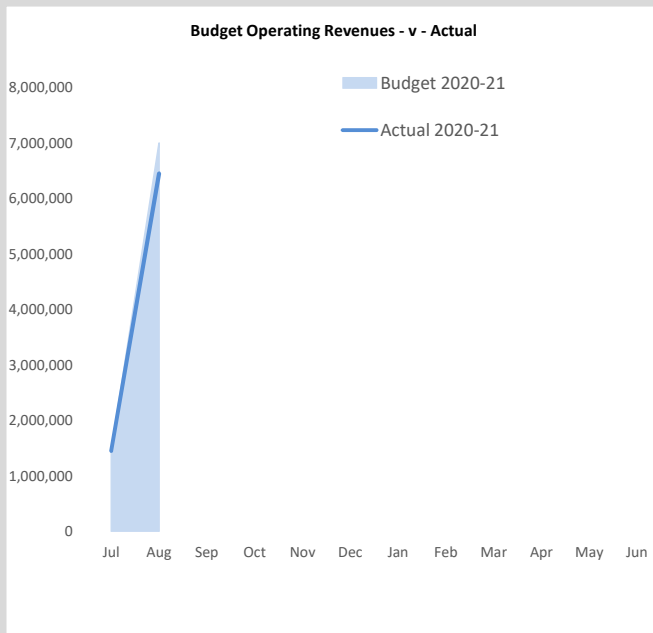
OPERATING EXPENSES



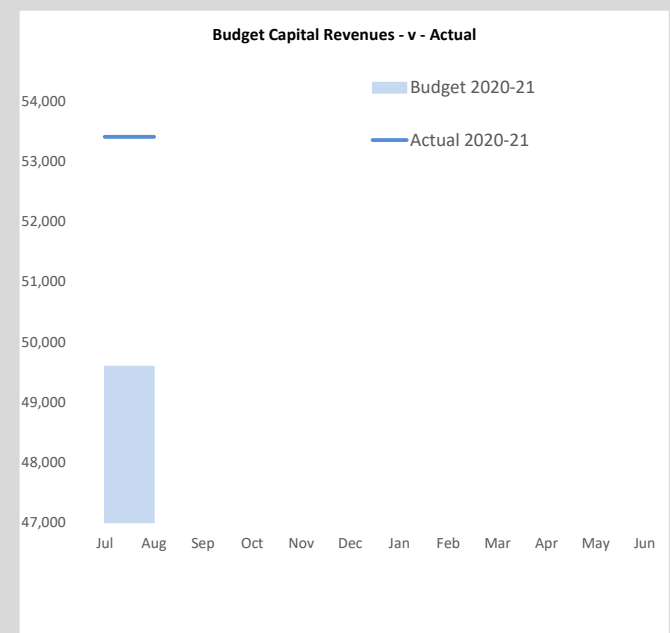
CAPITAL EXPENSES



OPERATING REVENUE



CAPITAL REVENUE



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2020**

NET CURRENT ASSETS

SIGNIFICANT ACCOUNTING POLICIES

CURRENT AND NON-CURRENT CLASSIFICATION

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for resale where it is held as non current based on Council's intentions to release for sale.

EMPLOYEE BENEFITS

The provisions for employee benefits relates to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:

(i) Wages, Salaries, Annual Leave and Long Service Leave
(Short-term Benefits)

The provision for employees' benefits to wages, salaries, annual leave and long service leave expected to be settled within 12 months represents the amount the City has a present obligation to pay resulting from employees services provided to balance date. The provision has been calculated at nominal amounts based on remuneration rates the City expects to pay and includes related on-costs.

(ii) *Annual Leave and Long Service Leave (Long-term Benefits)*

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the project unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match as closely as possible, the estimated future cash outflows. Where the City does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

PROVISIONS

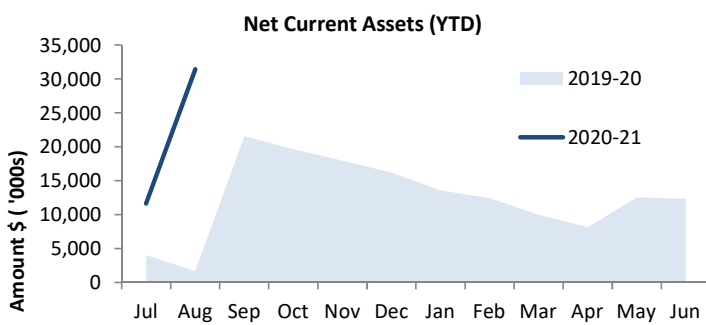
Provisions are recognised when: The council has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one of item included in the same class of obligations may be small.

INVENTORIES

Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

	2020-21		
	This Period	Last Period	Same Period Last Year
	\$	\$	\$
Current Assets			
Cash Unrestricted	12,496,437	11,335,130	3,744,740
Cash Restricted	8,213,848	8,213,848	9,257,034
Receivables - Rates and Rubbish	22,474,289	2,178,747	1,087,411
Receivables - Other	316,233	1,695,044	786,752
Inventories	20,374	25,338	23,319
	43,521,181	23,448,108	14,899,256
Less: Current Liabilities			
Payables	(2,402,135)	(1,882,675)	(2,229,709)
Provisions	(2,371,183)	(2,366,226)	(2,366,226)
	(4,773,318)	(4,248,901)	(4,595,935)
Less: Cash Restricted	(8,213,848)	(8,213,848)	(9,257,034)
Add: Cash Restricted - Matching Liability	597,002	597,002	597,002
Net Current Funding Position	31,131,017	11,582,360	1,643,289

KEY INFORMATION



Year YTD Actual
Surplus(Deficit)
\$31.13 M
Last Period Actual
Surplus(Deficit)
\$11.58 M

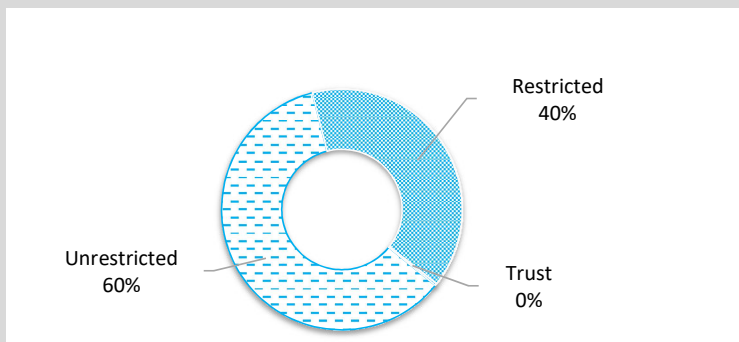
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 31 AUGUST 2020**

**OPERATING ACTIVITIES
 CASH AND FINANCIAL ASSETS**

	Unrestricted	Restricted	Total Cash	Trust	Institution	Interest Rate	Maturity Date
	\$	\$	\$	\$			
Cash Deposits							
Operating Accounts	12,250,071	8,213,848	20,463,919	48,720	Commbank		On Call
Operating Account	240,726		240,726		Bendigo		On Call
Cash on Hand	5,640						On Call
Term Deposits							
Total	12,496,437	8,213,848	20,704,646	48,720			

KEY INFORMATION

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.



Total Cash	Unrestricted
\$20.7 M	\$12.5 M

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 31 AUGUST 2020**

**OPERATING ACTIVITIES
 RECEIVABLES**

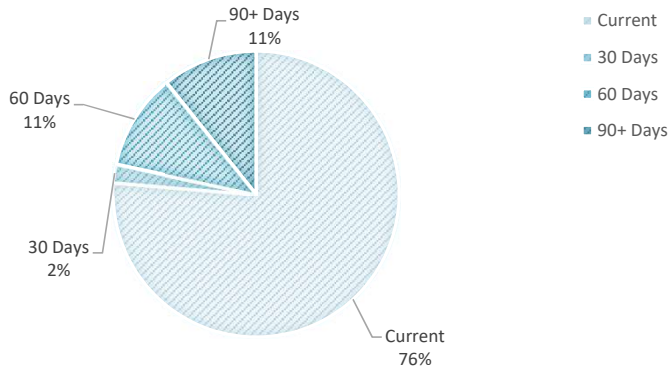
	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$
Receivables - General	241,374	6,438	34,345	34,076	316,233
Percentage	76%	2%	11%	11%	
Accounts Above \$5,000 Over 30 Days					
1105 - Dept Water & Environmental Regulation - Better Bins & Kerbside Collection					24,475
					24,475

KEY INFORMATION

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current. Collectability of trade and other receivables are reviewed on an ongoing basis.

Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.

NOTE 4 - ACCOUNTS RECEIVABLE (NON-RATES)



Debtors Due

\$316,233

Over 30 Days

24%

Over 90 Days

11%

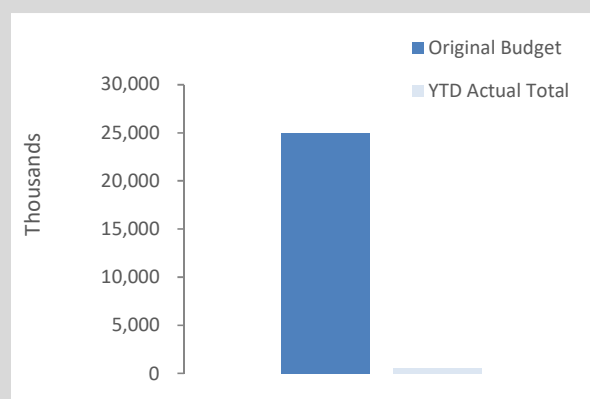
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2020**

**INVESTING ACTIVITIES
CAPITAL ACQUISITIONS**

	Original Budget	YTD Actual Total	YTD Budget Variance
	\$	\$	\$
Land and Buildings	13,728,592	264,910	13,463,682
Plant & Equipment	1,157,135	139,668	1,017,467
Furniture & Equipment	260,385	4,700	255,685
Roads	3,094,447	135,306	2,959,141
Other Infrastructure	6,758,280	46,623	6,711,657
Capital Expenditure Totals	24,998,839	591,206	24,407,633

SIGNIFICANT ACCOUNTING POLICIES

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.



Acquisitions	Annual Budget	YTD Actual	% Spent
	\$25. M	\$.59 M	2%

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2020

INVESTING ACTIVITIES
CAPITAL ACQUISITIONS (CONTINUED)
























% of Completion

	Account Number	Original Budget	YTD Actual	Variance Under(Over)	Comments
		\$	\$	\$	
Capital Expenditure					
Land and Buildings					
	Pinjarra Court House	12,742	0	12,742	
	MALC Building Renewal	128,000	11,830	116,170	
	MALC Refurbishment of Basketball Courts	7,647	0	7,647	
	Dwellingup Hall	49,953	0	49,953	
	Edenvale Liveringa	20,000	0	20,000	
	Edenvale Old Schoolmaster's House	15,000	0	15,000	
	George Beacham Pavilion	6,663	0	6,663	
	James Street 22 Residence	30,000	0	30,000	
	Sir Ross McLarty Changerooms	20,000	0	20,000	
	Dwellingup National Adventure & Trails Centre	521,992	87,859	434,133	
	Agri-Innovation Precinct	12,665,019	160,118	12,504,901	
	Exchange Hotel	132,816	0	132,816	
	Edenvale Building Conservation Works	118,760	5,102	113,658	
		13,728,592	264,910	13,463,682	
Plant and Equipment					
	4009MY Light Vehicle - Director P&C	28,980	35,732	(6,752)	
	4013MY Utility - Mgr Operations	0	38,098	(38,098)	Fully funded by Insurance
	4017MY Light Vehicle - Mgr Rangers & Emergency	28,000	31,880	(3,880)	
	4025MY Utility - Parks Maintenance Supervisor	35,000	33,957	1,043	
	4026MY Utility - Reticulation	46,575	0	46,575	
	4031MY Utility - Chief Bushfire Control Officer	39,330	0	39,330	
	4034MY Utility - Development Engineer	39,330	0	39,330	
	4036MY Drainage Truck (with Hiab)	245,000	0	245,000	
	4044MY Light Vehicle - Place Leader	23,805	0	23,805	
	4045MY Light Vehicle - Manager AIP	28,980	0	28,980	
	4050MY Grader	435,600	0	435,600	
	4063MY Zero Turn Mower	27,500	0	27,500	
	4065MY Zero Turn Mower	27,500	0	27,500	
	4088MY Trailer - Tipper	113,975	0	113,975	
	Trailer Refurbishments	37,560	0	37,560	
		1,157,135	139,668	1,017,467	
Furniture and Equipment					
	Corporate Business System - OpenOffice	122,206	0	122,206	
	Computer Software	43,978	0	43,978	
	Murray Aquatic & Leisure Centre Pool Equipment	45,650	4,700	40,950	
	Murray Aquatic & Leisure Centre Capital Equipment	48,551	0	48,551	
		260,385	4,700	255,685	
Infrastructure - Roads					
Municipal Funded					
	Boyd Road	40,000	0	40,000	
	Murray Street (Coolup)	10,000	0	10,000	
	Road Shoulder Improvements	50,000	0	50,000	
	Bus Routes	15,000	7,772	7,228	
	Reseals - Intersections	50,000	0	50,000	
	Reseals - Rural	60,000	0	60,000	
	Resheeting	95,333	0	95,333	
	Traffic Management	40,000	13,205	26,795	
	Kerbing Improvements	32,508	0	32,508	
Regional Road Group					
	Burnside Road	375,000	13,862	361,138	
	Lakes Road	105,000	0	105,000	
	Hopeland Road	60,000	0	60,000	
	Paterson Road	375,000	62,401	312,599	
	Del Park Road	375,000	340	374,660	
State Blackspot					
	Paterson Road	350,000	18,031	331,969	
	Carrabungup Road	400,000	0	400,000	
	Nanga Road	110,000	0	110,000	
Roads to Recovery					
	Coolup Road South	200,000	0	200,000	
	Marinup Street	300,000	7,805	292,195	
	Resheeting	51,606	11,890	39,716	
		3,094,447	135,306	2,959,141	

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2020

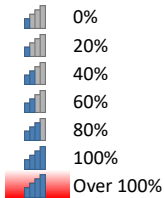
INVESTING ACTIVITIES
CAPITAL ACQUISITIONS (CONTINUED)

% of Completion

	Account Number	Original Budget	YTD Actual	Variance Under(Over)	Comments
Infrastructure - Other					
	Pinjarra Cemetery Upgrade	15,000	0	15,000	
	Murray River Foreshore Works	465,908	18,589	447,319	
	Cantwell Park	100,000	0	100,000	
	York Road Park	45,000	0	45,000	
	Gowman Reserve	50,000	0	50,000	
	Minor Parks Development	35,000	0	35,000	
	Murray River Country Estate Irrigation	35,000	0	35,000	
	Parks & Reserves Renewal Works	44,573	0	44,573	
	Sir Ross McLarty Cricket Wicket	78,930	0	78,930	
	Pinjarra Bowling Club Green Upgrade	26,500	0	26,500	
	Lot 102 Lakes Road Landscape Works	10,000	1,976	8,025	
	Corio Road Tip Face	607,097	0	607,097	
	Annual Pathway Renewal	195,615	0	195,615	
	Path Upgrades	100,000	60	99,940	
	Drainage Program	36,340	0	36,340	
	James Street Drainage	28,045	0	28,045	
	North Yunderup Rd Bridge #3537A	3,677,000	0	3,677,000	
	Regional Road Bridge Program	265,646	0	265,646	
	Redcliffe Pedestrian Bridge	100,000	0	100,000	
	Pelicans Reserve Pedestrian Bridge	205,000	0	205,000	
	James Street Pedestrian Bridge	600,000	22,275	577,725	
	Burnside Road Traffic Bridge - 3530	0	1,663	(1,663)	
	Edenvale Complex Ground Upgrades	37,626	2,060	35,566	
		6,758,280	46,623	6,711,657	
Grand Total		24,998,839	591,206	24,407,633	

Capital Expenditure Total

Level of Completion Indicators



Percentage YTD Actual to Original Budget
Expenditure over budget highlighted in red.

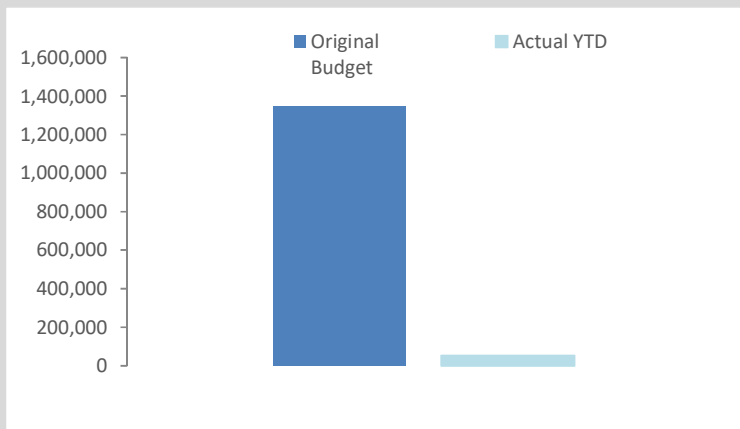
Variance is calculated on:
Original Budget vs YTD Actual

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 FOR THE PERIOD ENDED 31 AUGUST 2020**

**OPERATING ACTIVITIES
 DISPOSAL OF ASSETS**

	BUDGET			YTD Actual			Profit (Loss)
	Original Budget	YTD Budget	Actual	Cost	Accum Depr	Proceeds	
4015MY Utility - Exec Manager Strategic Development	\$ 20,500	\$ 20,500	\$ 21,136	\$ 32,000	\$ 11,500	\$ 21,136	\$ 636
4017MY Light Vehicle - Manager Rangers & Emergency	21,117	21,117	21,364	37,424	16,308	21,364	247
4025MY Utility - Parks Maintenance Supervisor	17,100						0
4026MY Utility - Reticulation	10,700						0
4027MY Utility - Manager Governance	17,100						0
4031MY Utility - Chief Bushfire Control Officer	19,496						0
4033MY Light Vehicle - Manager Community Development	7,980	7,980	10,909	17,000	9,020	10,909	2,929
4034MY Utility - Development Engineer	15,094						0
4036MY Drainage Truck (with Hiab)	70,500						0
4044MY Light Vehicle - Place Leader	8,000						0
4050MY Grader	186,246						0
4063MY Zero Turn Mower	7,050						0
4065MY Zero Turn Mower	7,680						0
4088MY Trailer - Tipper	30,780						0
Part lots of 102 Lakes Road	905,090						0
	1,344,433	49,597	53,409	86,424	36,827	53,409	3,812

KEY INFORMATION



Proceeds on Sale		
Budget	YTD Actual	%
\$1,344,433	\$53,409	4%

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2020

OPERATING GRANTS AND CONTRIBUTIONS

	Annual Budget	YTD Revenue Actual
	\$	\$
Operating Grants and Subsidies		
General purpose funding		
Grants Commission - General Purpose Grant	443,396	0
Grants Commission - Untied Roads Grant	397,662	0
Law, order, public safety		
Bushfire Brigade Grants	249,861	0
Bushfire Brigade Grants	16,572	0
Murray State Emergency Service	42,708	0
Community Emergency Services	54,525	48,794
Fire Control Administration	1,000	0
Bushfire Risk Management	174,505	174,505
Education and welfare		
Seniors Week	1,000	0
Dwellingup Seniors Village Hub	8,000	0
Drug Aware Y Culture	3,777	0
Community amenities		
Dwellingup Trail Town COVID-19 Recovery Project	5,000	0
Delta Monitoring	569	0
Sustainable Agriculture Tool	5,606	0
Pinjarra Wetlands Project	2,925	0
Grant Funded Progams	500	0
Community Infrastructure Plan	3,388	0
Coastal Hazard Risk Planning Strategy	75,000	0
Recreation and culture		
Thank a Volunteer	1,010	0
Peel Business Park Environmental Impact Assessment	44,260	0
Pinjarra Festival	39,784	10,800
Christmas Carnival	14,500	0
Back to Pinjarra Commemoration - Bindjareb Boodja	5,000	10,000
Warma Way Jetty & Boat Ramp	30,000	0
STEM Project	20,000	0
Children's book week	2,150	0
Regional Sporting Precinct	16,470	0
Transport		
Main Roads WA Direct Grant	213,095	212,565
Economic services		
Transform Peel	225,618	0
Dwellingup Futures	109,037	0
Harvest Highway Feasibility	65,000	0
SME Innovation Voucher Project	1,500,000	0
BBRF Trails Project (DBCA)	1,324,679	0
	5,096,597	456,664
Operating Contributions		
Governance		
IT Penetration Testing	11,200	0
General purpose funding		
Alcoa Community Partnership Funding	262,135	0
Community amenities		
Alcoa Community Grants	18,000	0
Recreation and culture		
Sir Ross McLarty Recreation Complex	13,703	0
Transport		
Contributions to Road Maintenance	5,000	0
Heavy Haulage Contributions	30,240	0
	340,278	0
TOTALS	5,436,875	456,664

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2020

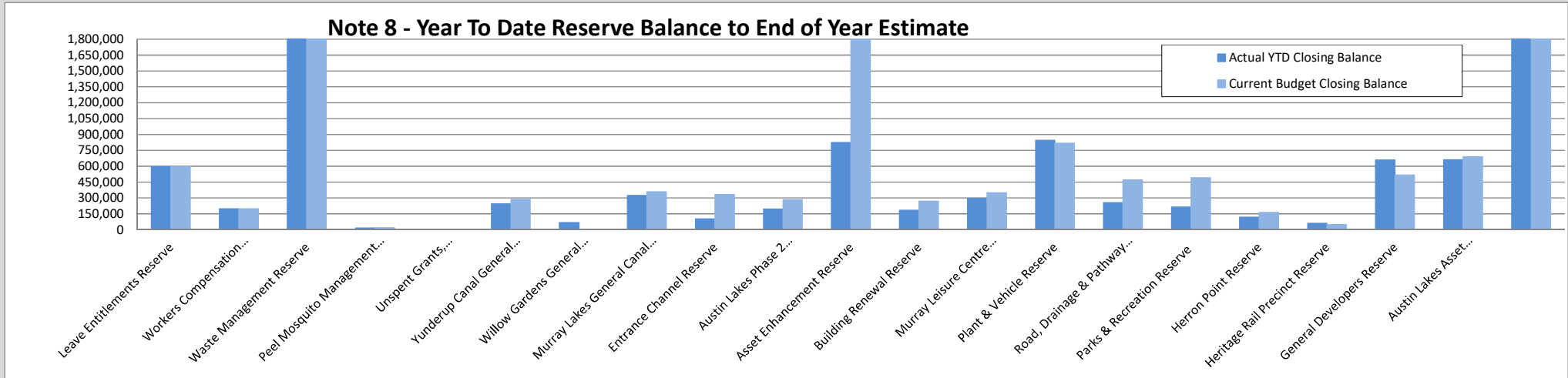
NON-OPERATING GRANTS AND CONTRIBUTIONS

Provider	Annual Budget	YTD Revenue Actual (b)
	\$	\$
Non-Operating Grants and Subsidies		
Recreation and culture		
WAHPA Project	65,000	65,000
Murray River Foreshore Project	200,000	100,000
Sir Ross McLarty Cricket Wicket	24,000	0
Dwellingup National Adventure & Trails Centre	521,992	521,992
Transport		
North Yunderup Road Traffic Bridge - 3537	3,677,000	0
Burnside Road (RRG)	250,000	100,000
Lakes Road (RRG)	70,000	100,000
Hopeland Road (RRG)	40,000	16,000
Paterson Road (RRG)	250,000	196,000
Del Park Road (RRG)	250,000	100,000
Paterson Road (Blackspot)	233,333	0
Carrabungup Road (Blackspot)	266,667	110,667
Nanga Road (Blackspot)	73,333	30,933
Coolup Road South (R2R)	200,000	0
Marinup Street (R2R)	300,000	0
Resheeting (R2R)	51,606	0
Economic services		
Agri-Innovation Precinct	12,665,019	0
James Street Pedestrian Bridge	588,422	294,211
	19,726,372	1,634,803
Non-Operating Contributions		
Recreation and culture		
Edenvale Old Schoolmaster's House	10,000	0
Sir Ross McLarty Cricket Wicket	10,000	0
Austin Lakes Asset Replacement Contributions	10,000	0
Transport		
Del Park Road	70,000	0
Old Mandurah Road upgrade for subdivision		21,185
	100,000	21,185
Total Non-operating grants, subsidies and contributions	19,826,372	1,655,988

Cash Backed Reserves

Reserve	Opening Balance	Current Budget Interest Earned	Actual Interest Earned	Current Budget Transfers In (+)	Actual Transfers In (+)	Current Budget Transfers Out (-)	Actual Transfers Out (-)	Current Budget Closing Balance	Actual YTD Closing Balance
Leave Entitlements Reserve	\$ 597,002	\$	\$	\$ 0	\$	\$ 0	\$	\$ 597,002	\$ 597,002
Workers Compensation Reserve	198,003			0		0		198,003	198,003
Waste Management Reserve	2,732,981			3,155,447		(3,740,772)		2,147,656	2,351,685
Peel Mosquito Management Reserve	16,828			2,300		0		19,128	15,856
Unspent Grants, Contributions & Loans Reserve	0			0		0		0	0
Yunderup Canal General Maintenance Reserve	281,377			51,274		(46,520)		286,131	244,055
Willow Gardens General Canal Maintenance Reserve	73,355			6,431		(75,033)		4,753	68,568
Murray Lakes General Canal Maintenance Reserve	347,094			32,062		(20,086)		359,070	322,700
Entrance Channel Reserve	218,370			116,178		0		334,548	102,324
Austin Lakes Phase 2 Maintenance Reserve	238,225			44,560		0		282,785	193,982
Asset Enhancement Reserve	617,609			2,980,000		(295,434)		3,302,175	824,231
Building Renewal Reserve	235,060			36,351		0		271,411	184,358
Murray Leisure Centre Capital Reserve	315,269			34,217		0		349,486	296,214
Plant & Vehicle Reserve	845,869			0		(28,980)		816,889	845,869
Road, Drainage & Pathway Reserve	240,031			230,240		0		470,271	256,474
Parks & Recreation Reserve	344,180			147,768		0		491,948	216,052
Herron Point Reserve	152,331			43,494		(32,529)		163,296	118,993
Heritage Rail Precinct Reserve	52,633			44,270		(47,190)		49,713	59,834
General Developers Reserve	865,826			0		(348,492)		517,334	657,910
Austin Lakes Asset Replacement Reserve	667,103			21,500		0		688,603	659,738
	9,039,146	0	0	6,946,092	0	(4,635,036)	0	11,350,202	8,213,848

Note 8 - Year To Date Reserve Balance to End of Year Estimate



Feasibility Study to determine the prospects for, and implications of, reviving the Harvest Highway concept, along the South West Highway (State Route 20) linking the Shires of Serpentine and Jarrahdale, Murray, Waroona and Harvey

August 2020



For the Shires of Serpentine Jarrahdale, Murray, Waroona and Harvey

By: Savagely Creative and John Stanley Associates

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Executive Summary

Introduction

This project was commissioned by the Shires of Serpentine Jarrahdale, Murray, Waroona and Harvey. The aim was to examine the Harvest Highway concept and to assess the feasibility of reinstating this route and project.

Purpose

The purpose of the project is to identify ways in which the long-distance route concept can be used to raise awareness of the region and encourage visitors to choose to travel using the South Western Highway instead of the Forrest Highway. The overarching aim is to encourage greater visitation, increased length of stay and visitor spend and greater economic activity.

Objectives

The objectives of the project were identified as:

- To understand the current status of various related initiatives in the Peel and South West regions, including the Harvest Highway program being pursued by the Warren Blackwood Alliance, the Taste Blackwood Alliance, the Bunbury Geographe Partnership and the Perth Hills Alliance.
- To understand the level of support that might exist in the State Government Agencies and Departments to support such an initiative
- To understand the level of support that might exist from tourism, food and general enterprise for the initiative
- To understand what the Harvest Highway initiative might do (activities), and what resources it is likely to need to become sustainably operational

Harvest Highway Review

A review of the Harvest Highway concept was undertaken by examining the product offered and consulting with a range of key stakeholders involved in the original project. The general consensus was that the Harvest Highway project had merit but that it was probably ahead of its time in the promotion of food and agri-tourism experiences. It was initiated in 2001 and the WA Food Tourism Strategy was not produced until 2015 when food tourism was receiving a significant boost across the world.

There were a number of challenges associated with the Harvest Highway initiative:

- It was too long stretching from Armadale to Walpole. The destinations along the route did not work as part of a consolidated whole and so it was difficult to get consistency of experience or promotion along the route.
- The focus on food and agri-tourism was viewed as being too narrow as there was not a significant number of businesses that were open to the public or that wanted to create some kind of visitor experience.
- The project was developed from the top down and it was difficult to recruit businesses to be part of the product offering.
- There was insufficient funding to allow the promotion of the route. It was developed in the days before social media so access to cheap marketing channels was not available. The project officer was forced to spend considerable time and effort trying to attract additional funding to deliver the project.
- It is not recommended to re-establish the Harvest Highway. The recommendation is to explore the development of a new route that has a range of curated experiences aimed at specific marketing.

Support

A number of key stakeholders were interviewed as part of the project consultation. There was general agreement that the development of this kind of route would be an advantage to the region as it gives a reason for visitors to come and explore the region as well as building on the knowledge and available experiences that can then be promoted by region and the other tourism marketing organisations in the state.

COVID-19 has change the tourism landscape worldwide and it likely to continue to have a significant impact on tourism into the future. The current focus is on the intrastate market and encouraging them to explore their own state. At some point interstate and international visitation may return and it is anticipated that the development of product over the next few years will assist in providing options for these visitors when border restrictions are eased.

Catering to an intrastate market provides a range of challenges including:

- Focus on weekend and school holiday periods with limited business in midweek periods
- More day trip visitors and less overnight
- Lower level of spending
- More short breaks and less long holidays
- May think they know a place and be unwilling to explore something new

Highway 20 Concept

The Highway 20 route was developed some years ago with the same objectives. While it was a good concept and had support from the visitor centres it was not resourced by the LGAs and funding was only available to create and print a brochure. There were no marketing and project management funds available and officers had to incorporate work involved in the developing and promoting the trail into their existing duties. Not surprisingly when the key driver left the project foundered and ultimately stopped.

It is recommended that the project be revisited but with a much more significant budget and dedicated project management resources.

Management

The management of the project would be a joint effort between the LGAs with a high level steering committee to set the strategic direction and champion the project through their own LGA structures. It would have a dedicated project manager, either in house or an external consultant. The project manager would have access to an advisory committee of key tourism, marketing and economic development people across the region to assist in developing the experiences and acting as ambassadors for the project. The project manager would also liaise with key external stakeholders to ensure that the project is aligned with tourism marketing and product development spend at a regional and state level.

Infrastructure

Digital infrastructure will be the most important thing to develop quickly including a web site, access to itinerary development software and digital assets to assist in the promotion of the route. In addition, branded signage should be developed to ensure that the visitor knows they are on the route, but this should be incorporated into existing signage infrastructure to reduce clutter and to make it easy to remove signage at the end of the project.

It is not recommended to develop a visitor information centre in Serpentine Jarrahdale for a number of reasons:

- The use of visitor centres has been falling dramatically over the past few years making it difficult to generate income, as such they have become a financial drain on resources.

- Intrastate visitors are the least likely to use a visitor centre as they are seen as places for tourists and as such unless they have another purpose such as interpretive attraction or as in the case of Dwellingup a trail centre.
- Identifying a location for a centre is difficult as a new build may be prohibitively expensive and the refurbishment of an existing building will be hard to recoup.
- An alternative would be to use the visitor centre at Armadale as the physical starting point and install information panels at a suitable location that can cater for a range of markets including cars and caravans.
- Funding would be better spent on the development of digital assets and the ongoing promotion of the region and the route as this is going to have a better return on investment.

Investment

The level of investment for this project is likely to be significant if it is to be done well. In addition to branding and marketing planning the main costs will be the development of a website which must be mobile friendly, digital assets, marketing campaigns and the employment of a project officer.

Conclusion

The concept of using a long-distance route as a way of promoting a destination has been tested across the world and had been found to be very effective. The key to success is consistently funding and resourcing the project over a long period of time and delivering a consistent message.

The LGAs involved in this project and Peel Development Commission must be willing and able to make a long-term commitment the funding and support of this project with an eye on the overall project objectives as the outcomes may not be equal for all LGAs. Having clear goals and regular monitoring will assist each partner in identifying the benefits they have received and the overall outcomes of the project.

The Project

Purpose

The Shires of Serpentine and Jarrahdale, Murray, Waroona and Harvey along with the Peel Development Commission have formed a partnership. The aim is to review the Harvest Highway and determine the prospects and implications of reviving the Harvest Highway concept. The four local governments are looking at an initiative that will involve communities under their jurisdiction but may consider extending the initiative to include the Collie, Dardanup and Bunbury/Geographe communities.

Project Objectives

The objectives stated in the project brief are:

- To understand the current status of various related initiatives in the Peel and South West regions, including the Harvest Highway program being pursued by the Warren Blackwood Alliance, the Taste Blackwood Alliance, the Bunbury Geographe Partnership and the Perth Hills Alliance.
- To understand the level of support that might exist in the State Government Agencies and Departments to support such an initiative
- To understand the level of support that might exist from tourism, food and general enterprise for the initiative
- To understand what the Harvest Highway initiative might do (activities), and what resources it is likely to need to become sustainably operational

Scope of Work

The scope of works was broken into the following six broad areas:

- **Assessment of the current status of various Tourist Drives/Harvest Highway related initiatives in the Peel and South West regions, including the program being pursued by the Warren Blackwood Alliance, the Taste Blackwood Alliance, the Bunbury Geographe Partnership and the Perth Hills Alliance.**
 - Meet with the above organisations (and others as may be identified) to determine for each at least the following:
 - Partners/members;
 - Key activities;
 - Management structure and system of the initiative;
 - Funding of activities, and management and operations;
 - Lessons learnt from previous experience.
- **Assessing the level of support for an initiative to revive the Harvest Highway (or a similar tourist drive by another name) in the Peel and adjacent region, from Government Departments and agencies;**
 - Meet with the Peel and Southwest Development Commissions, and other Government Departments/agencies identified, and determine the level of support for such an initiative, and the potential level and type of support that might be offered.
 - Reviewing the reasons why the Harvest Highway project was not sustainable and what lessons can be learnt and implemented if this project was to be re-established.
 - Discuss and assess if an alternative name/branding is required/desirable.
- **Assessment of the level of support for such an initiative from private enterprise, particularly (but not limited to) tourism, food and entertainment enterprise**

- Meet with Tourism WA and the Tourism Council, local Peel and Southwest Chambers of Commerce, local tourism structures and other local business groups to determine the level of support for such an initiative, and the potential type of support that might be offered
- Discuss and assess if an alternative name/branding is required/desirable.
- **Determine at a high level what such an initiative would set out to do and achieve, including the resources required for it to be operational and sustainable, and assess the feasibility of proceeding with the initiative**
 - At a high level, and from discussions held with the different government and private sector stakeholders, put forward the most likely activities of a revived Harvest Highway, how these might be managed and funded. Finally determine an overall level of feasibility to continue with the initiative
- **Provide recommendation on the requirements and location support infrastructure required at a local level.**

This would include requirements including but not limited to the following:

- Commencements/finishing points (particularly in the Shire of Serpentine Jarrahdale – assess the viability and location of a tourist information centre in the northern end of the region with consideration for the location to include Kiernan Park or south of the intersection of the future Tonkin Highway and South Western Highway within the Shire of Serpentine Jarrahdale).
- Visitors centres/information centres (in close consultation with the participating Local Governments).
- Signage
- RV rest areas and dump points
- **Governance Structure**
- Provide recommendations on the governance structure required should the project be implemented.

Methodology

The methodology used for this project is outlined below:

Part One: Project Initiation

A meeting was held with the CEOs and Officers from the four participating Shires to identify desired outcomes timeframes and outputs.

Part Two: Desktop Review and Research

A review was undertaken of the original Harvest Highway project through consultation with key stakeholders and officers involved in its development and delivery. The interviews explored the rationale for the project, its wins and successes and the reasons for the termination of its funding.

Consultation was undertaken with a range of organisations to explore projects that are being undertaken throughout the Peel and South West to attract visitors. This include the Warren Blackwood Economic Alliance which has recently reviewed the Harvest Highway concept.

A desktop review was undertaken of a range of national and international touring routes to understand the success factors required to make these kinds of experiences sustainable and the models used to manage them.

Part Three: Stakeholder/Partner Consultation

Consultation was undertaken with a wide range of public and private sector organisations to understand the level of support available across the community for this kind of a concept.

Part Four: Experience Development Options

A review of the experiences available across the region was made to understand the potential for creating a robust tourism route. Consultation was undertaken with a range of potential partners and participant to explore experience option and a review was made of the route to identify key features and attractions.

A high-level analysis of the tourism infrastructure on the route was also undertaken to identify any clear gaps. A review of where the trail could start, and end was made and what signage and information infrastructure would be required to support the trail.

A number of core markets were identified, and some high-level product experiences have been suggested for the project route.

A number of operational and governance models were explored, and recommendations were made.



Trail Success Factors

A recent publication exploring *Tourism Trails and Routes*¹ identified a number of key success factors for the development of successful tourism trails and routes. It is important to understand what is required before embarking on a project of this nature.

1. **A Clear Framework:** The majority of the major trails and routes around the world have been developed in an unstructured, ad hoc way. They are often driven by local priorities and availability of funding. Many of the trails are developed from the perspective of a single destination and little thought is given to creating routes and networks incorporating multiple destinations and activities. They also rarely take into consideration the visitor's needs. Little thought is given to resourcing once the initial funding is exhausted.
 - **Structured Development** – planning for the ongoing sustainability of the route and not just in the set-up phase.
 - **Driven by business and not by funding** – there needs to be a demand from business to have this kind of an initiative developed and for them to be involved. Businesses will provide the attractions as well as acting as ambassadors for the project.
 - **A broad shared vision** – not a narrow local idea – the project needs to have a bigger vision than simply delivering a short-term marketing campaign. Trails and routes can provide an important framework for broader economic development in a region.
 - **Multi Destination** – not focusing on a single location – not all destinations are equally well developed for tourism. Creating a route that focuses on a number of destinations encourages the development of a more professional approach across the destinations encouraging business and economic development.
2. **Strong Themes and Stories:** Everywhere that there is human activity, there are stories to be told. The challenge is to identify those stories that have the potential to engage the visitor whilst also resonating with the local communities and their identity and aspirations.
 - **Themes** provide a solid basis to build experiences around. These will be teased out during the branding process if done correctly.
 - **Develop stories** that resonate with the audience and make sense to the local community. They showcase:
 - Our way of being
 - Our culture
 - Our history
 - Our landscape
3. **Basic Route Development Model:** It is important to have a clear and simple process to understand needs and design and effective response. This allows the project proponent to

¹ Ward Perkins, D. Beckmann, C and Ellis, J (2020) *Tourism Routes and Trails – Theory and Practice* CABI Oxfordshire UK

build a robust structure for the route and ensure there is long-term support for the proposal. A basic model is outlined below.

- **Assessing the project** – what is happening now. Is there an existing route? Are there businesses and experiences that can provide high quality experiences to an identified target audience?
 - **Define the objectives** – having clear and measurable objectives is vital to ensure that all stakeholders are working towards shared outcomes. Some key objectives are:
 - Link to tourism assets that would otherwise be scattered, under one banner.
 - Spread tourism across the destination.
 - Give increased visibility to remote or lower profile destinations.
 - Encourage tourism sites to network.
 - Promote a theme under one brand.
 - **Define the theme** – having a clear theme for the route will help to narrow the options for curating the experiences and assist in focusing limited resources. It also ensures that the route has a strong brand making promotional activity much more effective and targeted.
 - **Consultation and team building** – building support for the concept from the bottom up is vital for long term sustainability. Creating a team approach ensures that all of the stakeholders can buy into the concept and promote it across the route.
 - **Target audience** – routes and experiences need to be created with specific customer requirements in mind. Having an understanding of target audiences, both users and stakeholders is vital from the outset of the project.
 - **Developing the product** – Creating a strong brand is the initial starting point but it is important to ensure that there are a range of targeted experiences and products developed to offer to the target audiences. Product on a route is not static and having a clear theme and audiences enables a range of products and experiences to be curated throughout the life of the project. The success of the trail will encourage new businesses to enter the market and encourage existing businesses to improve their tourism business skills.
 - **Take to the market** – a coordinated and targeted approach to marketing is vital as resources are usually limited. Having a strong brand and product offer is a key starting point but ensuring that marketing and promotional activity is effectively executed and monitored will allow the project to be agile in the face of changing market conditions.
4. **Management Structure:** having a clear and simple management structure supports the long-term delivery and sustainability of the trail. Some of the key features are:
- **Bottom-up approach** to ensure sustainability – without support from the industry, visitor centres and the community a route will not survive.
 - The project needs a strong **steering committee** that meets twice a year to a review progress and set a future plan. Having regular oversight of the project ensures that it is meeting objectives and allows for early course corrections.
 - Having an active **working committee** with action groups including local businesses and operators ensures the project is driven not just by the project manager but by the whole community.
 - Having a strong and experienced **route manager** who actively manages the trail and recruits businesses and ambassadors ensures sustainability and success. The project will fail if the project manager is not proactive and dynamic.

- Having a **‘Friends of the route’** group to undertake maintenance and act as an ambassadors also assists with creating ownership in the community and facilitates long term support and success.
5. **Marketing the Route:** products and experiences take time to develop and build awareness. The most effective form of promotion continues to be word of mouth and the development of online review sites and social media has made this even more important. Developers need to set short-, medium-, and long-term goals for their marketing activities and understand a long-term investment will be required to achieve recognition and success. This often a difficult reality for local stakeholders trying to justify long-term investment when communities demand and expect quick returns. It is important to recognise that marketing activities must be aimed at local communities, investors and businesses as well as prospective customers. Some of the key tools are:
- **Sponsorship** opportunities for to invest in the development and marketing of the route.
 - **Digital assets** – must be developed at the beginning of the project to allow promotional activity to begin quickly. They must also continue to be developed throughout the life of the project to ensure imagery is refreshed and the product offering continues to be developed for new and emerging markets.
 - **Social media** – if used well this can provide excellent traction in a range of markets very quickly. Social channels need to be chosen with the customer in mind, where do they hang out. Social media must also be used appropriately and not as an advertising tool but as a way of creating a relationship with the people that will eventually become visitors. Postings must be regular, consistent and support the brand.
 - **Traditional Media** – there is still a place for traditional media, but this must be used in a very targeted way such as the creation of a quality publication or targeted radio or media promotions with limited timeframes and strong measurable outcomes. Traditional media often comes at a higher cost so clear objectives must be set for its use.
 - **Tourism and business operators** – working with local tourism and business sectors will be vital to ensure that all businesses are supportive of the initiative and work as ambassadors for the route as a whole, not just their product, experience or location.
 - **Inbound Tour Operators** and online travel agents – provide an opportunity to promote the experience to a broader market. Often used to bring interstate and international visitors these groups give a destination a greater ability to leverage additional marketing spend. To engage this tool, businesses need to have bookable and commissionable product, this will be a challenge for many businesses that operator on a more local level. Ensuring that businesses have direct booking capability on their own websites is the first step in the process of becoming ready to work with third party organisations.
 - **Events** including farmers markets – events are an excellent way of reinvigorating a destination and providing reasons for visitors to return. Events should be developed with specific markets in mind.
6. **Route Management:** is an ongoing requirement and will be used to ensure that the project has longevity.
- **All partners must share a common vision.** This must be established at the beginning of the project and revisited regularly to ensure that the project is still meeting the objectives of all parties.
 - **All operators understand the value of visitors.** This ensures that all businesses and community members understand the benefits associated with tourism. This is especially important if visitor numbers increase considerably and cause

inconvenience or concern amongst community members such as was seen in 2019 in destinations like Venice, Barcelona and Amsterdam.

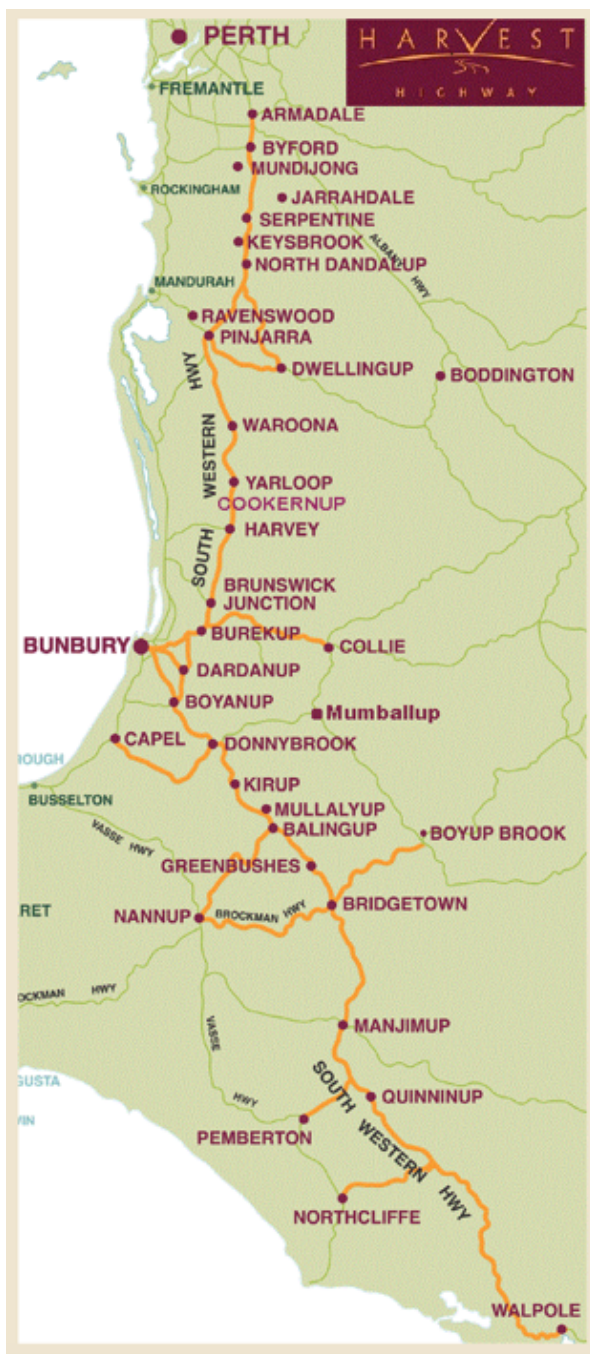
- **Business capacity building.** Not all businesses in a destination will be market ready, so providing a range of capacity building interventions and resources will be vital to ensure long term viability of the route and continued benefit to the economy of the region.
 - **Collaborative approach.** The nature of long-distance routes means that multiple stakeholders and interests will be affected. Having an active and collaborative approach is the only way to ensure long-term sustainability and success.
7. **Assessment:** Regular assessment of the project should be undertaken to ensure that it is meeting the stakeholders' objectives and achieving the identified goals. Some key areas for assessment are:
- **Theme Strength:** Does the theme interest, excite or intrigue consumers into sharing their enthusiasm via social media?
 - **Offer Strength:** Does the route provide visitors with a quality experience, comparable to competing offers?
 - **Impact on visits:** Will it attract additional visitors? If so, who?
 - **Volume and Value Impact:** Will it lengthen the time visitors stay in the destination and what they spend? If so how?
 - **Sustainability:** Can the route be maintained and managed without funding? Who by? Why would they do it? Or can it be income generating in some way?
 - **Local Stakeholder Benefit:** Is there an evident interest for local businesses, communities and authorities to keep developing the route?
 - **Interest for the travel trade:** Can the travel trade, in particular tour operators, see an interest in marketing and selling the route to their customers?²
8. **Consistency:** Having done all of the work of creating a brand, products, relationships and marketing collateral and activity it is important to consistently deliver on the promise of the route. Many projects fail because the initial enthusiasm wanes and funding and support are gradually whittled away.

² Ward Perkins, D. Beckmann, C and Ellis, J (2020) *Tourism Routes and Trails – Theory and Practice* CABI Oxfordshire UK. Chapter 9: *A Roadmap for Route Development*.

Feasibility Review

Harvest Highway

Background



The concept of the Harvest Highway was developed under the auspices of the Bunbury Wellington Economic Alliance (BWEA) in 2001 as a way of marketing the visitor experiences along the South Western Highway and increase tourism visitation and spend.

The project was funded for the first two years through the Dairy Regional Assistance Program which was part of the dairy industry reform project. The project was run and managed by a partnership of the BWEA, Warren Blackwood Economic Alliance and the WA Department of Training. The project had a project manager and a steering committee.

The Harvest Highway started in Byford and followed the route of the South Western Highway to Walpole in the Great Southern. The route encompassed 12 shires, 22 communities and a number of smaller localities.

The route and program was developed by the key stakeholders with limited consultation and engagement with the industry. The focus for the project was on farm gates and food producers but there was a relatively small number of businesses that were willing or able to accept visitors.

Funding was available for signage along the route, a brochure and a website. The funding also covered the cost of a project officer and some promotional activities. The route was featured on Channel Seven's Postcards program as well as having some feature interviews on Metro and regional radio programs. Funding was available for the project until 2005 when the initiative was scaled back.

The intellectual property for the project was passed on to Barry Green who owns the domain and business names and hosts the website alongside his other business Western Tourist Radio 87.6FM <http://www.harvesthighway.com.au>. The website acts as a portal for businesses and experiences along the route and Barry creates stories linked to the personalities and broadcasts them through his radio station. The Harvest Highway website serves a range of functions including promoting

farmers markets, organic farming, agri-tourism, farm stays and a range of food and wine experiences. Businesses pay a small fee to be included.

The aim of the Harvest Highway was to encourage visitors travelling south to choose the inland route instead of the more popular and more direct coastal route. The vision and mission for the original project were:

Vision

Local Communities working together to develop and market the South West Highway as an alternative inland visitor route, showcasing local produce.

Mission

The Harvest Highway Project will be the catalyst for the development of an alternative visitor route through the inland areas of the Peel and South West regions. Creating opportunities in the business, marketing and training arenas, the project will facilitate local communities in their endeavours to develop visitor experiences and increase employment in a collaborative environment.

<p>Partners/members</p>	<ul style="list-style-type: none"> • The core partners were the Bunbury Wellington Economic Alliance (BWEA), Warren Blackwood Economic Alliance (WBEA) and the WA Department of Training. Funding was supplied through the Dairy Regional Assistance Program • This original route encompassed twelve shires: Serpentine-Jarrahdale, Murray, Waroona, Harvey, Collie, Dardanup, Capel, Donnybrook/Balingup, Bridgetown/Greenbushes, Boyup Brook, Nannup and Manjimup. • The Highway encompassed communities both on the South Western Highway (Byford, Mundijong, Pinjarra, Waroona, Harvey, Dardanup, Donnybrook, Balingup, Greenbushes, Bridgetown and Manjimup) as well as communities off, but close to, the to the highway, such as Jarrahdale, Dwellingup, Collie, Boyup Brook, and Nannup.
<p>Key activities</p>	<ul style="list-style-type: none"> • The key focus for the project was food, farms and produce. Unfortunately, although the Highway travelled through farming land there was a limited number of farm gate and food production experiences available making it difficult to promote as an experience. • Marketing and promotion was through a website and brochure and a range of events and PR activities. • Business recruitment was undertaken to grow the product offer. This proved to be difficult as many businesses did not see it as an attractive opportunity. • Business capacity building was offered to businesses linked to the route in an effort to raise standards and knowledge. • The project officer undertake a range of activities linked to seeking additional funding to keep the project in operation.
<p>Management structure and system of the initiative</p>	<ul style="list-style-type: none"> • The project was overseen by a high-level steering committee representing the key stakeholder and Shires, most without a tourism background. • The top down approach meant that the businesses were not involved and many of them were not engaged by the concept.

	<ul style="list-style-type: none"> • Businesses were initially given free membership to create a critical mass of experiences. This made it difficult to raise membership revenue once the initial funding finished.
<p>Funding of activities, and management and operations</p>	<ul style="list-style-type: none"> • The original funding came out of a Federal Government assistance program linked to the restructure of the Dairy industry. In addition, funding was made available through the South West Development Commission. • A project manager was employed to manage the project. Her role was to work with the steering committee to identify projects and to work with the industry to engage them in the project and continue to grow the experience and market the route.
<p>Lessons learnt from previous experience</p>	<ul style="list-style-type: none"> • While there was a great deal of support for the project concept across local and state government bodies there was a failure to engage the businesses in the vision which meant that they were not actively involved. For this kind of project to succeed it must be developed from the bottom up not the top down. • There was not sufficient funding available in the long term as Shires had not fully engaged in the vision and the project manager was obliged to spend a significant proportion of her time chasing grants and funding opportunities. A clear strategy and action plan must be in place and funded from the outset. • The project concept was just that, a concept. There were no clear experiences or ways of engaging with the route. There were limited businesses engaged and it was unclear how the visitor could experience the route beyond driving it. It is important to ensure that the visitor understands how to experience the route. • The route itself was too long and the locations along it did not understand how they fitted together, seeing each other as competition rather than part of the same team. This led to a reluctance from the visitor centres to promote far distant locations. It was also difficult to engage all of the locations on the route in meetings due to the enormous geographical spread. The destinations have to be brought together and agree a common purpose and brand from the beginning. • The steering committee did not have tourism expertise and so did not understand the mechanics of developing and promoting a tourism product. The steering committee needs to be able to play an active role in product development and delivery. • The name and focus of the route was seen to be unappealing and too narrow. There were insufficient experiences along the route and many of the businesses were not tourism market ready. The route needs to have a clear brand identity and offer curated experiences that appeal to a range of specific markets. • The roadside signage was difficult to see from the highway and did not inspire people to stop and seek out more information. Signage needs to be clear and unambiguous and legible from a moving vehicle. • While the internet was growing in influence, social media was still an unknown concept. Marketing activity required consider funding to achieve cut through and budgets were extremely limited. Social

	<p>media and digital marketing would have provided a higher level of visibility.</p> <ul style="list-style-type: none">• The project focused on food tourism and was ahead of its time. Food tourism in Western Australia has only developed in the last five years.
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Other Projects

Harvest Highway 2020

Work has been undertaken by the Warren Blackwood Economic Alliance (WBEA), through the Shire of Manjimup to review the Harvest Highway and develop a new concept for consideration. It is understood that the recommendation from the consultant was the development of an application that mapped all of the businesses and experiences on the route but concentrating on activating the Bunbury to Walpole sections.

As part of the regional growth plan the WBEA worked together to create a new tourism association, the Southern Forests and Valleys Tourism Association and this body is now responsible for tourism development and marketing. The WBEA will not be pursuing the project but has handed it to the tourism association for consideration and implementation. It is understood that the association has applied for a Regional Economic Development (RED) Grant through the South West Development Commission.

The costs quoted in the feasibility report are understood to be in the order of \$500k for the development of the smart phone application and \$30k annually to update and maintain it. It is unclear if additional funding was identified to market and continue to develop the experiences.

Partners/members	<ul style="list-style-type: none"> • The feasibility was developed by the Shire of Manjimup through the WBEA. • The outcome has now been handed to the Southern Forests and Valleys Tourism Association (SFVTA) which incorporates the Shires of Manjimup, Nannup, Bridgetown and Balingup. The project may also be extended to include Donnybrook and Boyup Brook
Key activities	<ul style="list-style-type: none"> • The aim of the project would be to create a smart phone application (app) that could incorporate businesses along the length of the original Harvest Highway. • The focus for the Highway revival would be between Bunbury and Walpole • The app would be promoted through the SFVTA network and visitor centres in the region. • The app would need to be maintained and upgraded regularly.
Management structure and system of the initiative	<ul style="list-style-type: none"> • SFVTA is managed by a steering committee and is connected to the WBEA. • There are opportunities to create linkages other locations including Australia's South West and BunGeo Tourism group.
Funding of activities, and management and operations	<ul style="list-style-type: none"> • The project is part of the Regional Growth Plan and funding has been sought from the South West Development Commission through the RED grants program. • The WBEA has not committed funding to the development of the app but does contribute to the funding of the Tourism Association.
Lessons learnt from previous experience	<ul style="list-style-type: none"> • The previous route was too long, so this iteration is focusing on a much smaller area. • There is a significant number of producers in this region that could be developed into tourism experiences.

	<ul style="list-style-type: none">• The cost of developing the application seems to be quite high and it is unclear if there will be sufficient funding available to actively develop and market the experience.
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Taste Blackwood



Taste Blackwood was started in 2014 by a group of farmers in the Blackwood area all with the same passion for the industry. They found that there was no forum for small producers to get together to discuss issues that were relevant to them.

The group is made up of eight farmers who meet once every couple of months to discuss farming and marketing issues. There was resistance to having a membership fee so the members put money and produce in as needed to cover the cost of marketing initiatives and events.

The group is managed by a committee of the membership. Until 2018 John Lucey from the Cidery in Bridgetown was the Chair. John Stanley of Chestnut Brae in Nannup has since

taken over that position. Like other groups of this kind, one of the biggest challenges is to find a driver and a leader. Businesses are keen to be part of the group because it is successful, but most are not willing to be actively engaged. The group attributes its success to the small group that do the work to drive it.

The group has undertaken a number of activities to promote the area and their businesses including developing the first food and wine trails with Tourism WA in 2016. They have since reprinted their trail brochure. The active members of the trail have benefitted from increased visitation and product sales. They have also undertaken promotional events in Perth, where the group partnered with Chef Sophie Budd to cook dinner for 40 top Perth chefs. They have also exhibited at a number of significant events including the Margaret River Gourmet Escape and the National China Day dinner at Government House in Perth.

Partners/members	<ul style="list-style-type: none"> The project was developed and is managed by a group of eight farmers located in the Blackwood Valley.
Key activities	<ul style="list-style-type: none"> The group undertakes a range of promotional activities and events to raise awareness of the quality of the produce available. Events have included cooking Dinner for Perth based chefs, attending the Margaret River Gourmet Escape and working together to develop two food and wine trails in the region.
Management structure and system of the initiative	<ul style="list-style-type: none"> The group is managed by a committee and has a small core of active members that undertake the work required. The group meets regularly and is able to work together to access projects and programs such as the Tourism WA Food and Wine Trail project.
Funding of activities, and management and operations	<ul style="list-style-type: none"> Funding is on an ad hoc basis as projects require. They do not charge a membership fee, but members provide produce and funding as needed for projects. The project has no formal business set up but work together cooperatively.

	<ul style="list-style-type: none">• Members are free to join initiatives or not depending on the relevance to their business.
Lessons learnt from previous experience	<ul style="list-style-type: none">• Projects require a clear purpose agreed to by the members.• Working with grass roots organisations is imperative.• Not every initiative is relevant to all members of the group so there is freedom to be involved in those that are most relevant.• The group works cooperatively and has strong leadership and drive.

The Bunbury Geographe Partnership



The Bunbury Geographe tourism partnership (BunGeo) incorporates the seven local government areas of Bunbury, Dardanup, Collie, Harvey, Capel, Donnybrook-Balingup and Boyup Brook along with the South West Development Commission and Australia’s South West.

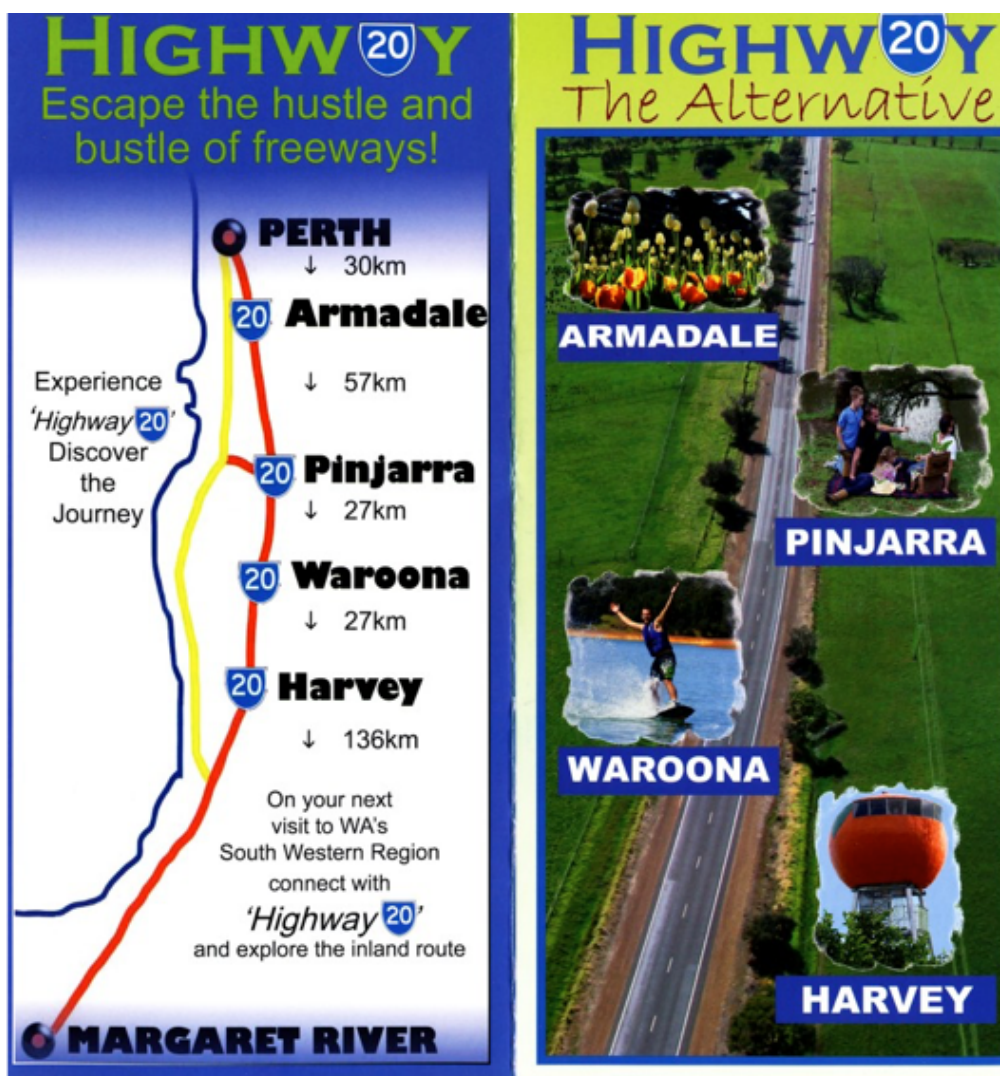
BunGeo has undertaken a number of promotional activities aimed at increasing visitation to the region. They have developed a food and wine trail through the Ferguson Valley with Tourism WA and is keen to develop a range of other food and wine focused trails and experiences.

There is a significant appetite from the Shire of Donnybrook to reinvigorate the Harvest Highway, separate to the project being undertaken by the Southern Forests and Valleys Tourism organisation. There is a reluctance however, from the BunGeo to reinvent the Harvest Highway and more interest in helping develop shorter, more targeted trails focusing on regional strengths and specialities.

Partners/members	<ul style="list-style-type: none"> • City of Bunbury and the Shires of Dardanup, Collie, Harvey, Capel, Donnybrook-Balingup and Boyup Brook along with the South West Development Commission and Australia’s South West
Key activities	<ul style="list-style-type: none"> • There are three core activities undertaken by BunGeo as outlined on their website: <ul style="list-style-type: none"> ○ Destination Positioning: Increase awareness, raise the appeal, and generate demand for the destination through engaging marketing and content rich Public Relations (PR). ○ Outstanding Events: Drive visitation and assist industry growth through sustainable events that appeal to its visitors. ○ Industry and Product Development: Empowering the tourism industry and driving product development, infrastructure and development. ○ Leadership: Lead a strong and coordinated tourism industry with a united and compelling voice. <p>https://corporate.visitbunburygeographe.com.au/about-us/what-we-do/</p> <ul style="list-style-type: none"> • BunGeo also works with the region’s visitor centres and promotional bodies to promote tourism in the region.
Management structure and system of the initiative	<ul style="list-style-type: none"> • BunGeo is managed by Anissa Williams who is located at the City of Bunbury but represents the whole region. • There is a steering committee made up of the CEOs from each of the LGAs plus the CEO of Australia’s South West and the tourism officer from SWDC.

	<ul style="list-style-type: none"> • The organisation has a Tourism Advisory Working Group made up of industry representatives from Collie, Boyup Brook, Bunbury, Harvey, Ferguson Valley and Donnybrook-Balingup. • There is also a smaller Executive Committee made up of the CEOs from the City of Bunbury and the Shire of Donnybrook-Balingup and the ASW and SWDC representative.
<p>Funding of activities, and management and operations</p>	<ul style="list-style-type: none"> • The funding from the organisations comes from the participating LGAs.
<p>Lessons learnt from previous experience</p>	<ul style="list-style-type: none"> • This group has been in operation since about 2017. • Each of the LGAs makes a contribution but it is not equal, the larger LGAs making a bigger contribution. • The group has made some impact on raising the profile of the region as a tourism destination including the development of a high-quality branded magazine. • It is vital to have a strong direction that is agreed to by all of the partners, a clear brand and sufficient funding to implement the strategy.

Highway 20: The Alternative



The Highway 20 project was a joint project between the City of Armadale and the Shires of Serpentine Jarrahdale, Murray, Waroona and Harvey. It aimed to encourage people to use the more scenic inland route to head into the South West rather than the freeway. Funding was made available initially for the development and printing of a brochure, which was distributed through the visitor centres. The route was promoted on Western Tourist Radio and the brochure featured a map and a list of farmers markets and events throughout the region.

There was no coordinating group for the project and no funding for the coordination and marketing of the experience. The project relied on the energy of the visitor centre managers to promote it and each of the localities had a different approach. Without funding or a coordinated marketing, support for the project fizzled out.

Partners/members	<ul style="list-style-type: none"> • The City of Armadale and the Shires of Murray, Waroona and Harvey.
Key activities	<ul style="list-style-type: none"> • The production of a brochure • Distribution through the regional visitor centres

<p>Management structure and system of the initiative</p>	<ul style="list-style-type: none"> • There was no management structure and the project relied on a couple of key individuals driving the project. • There was no coordinating team • Each of the visitor centres did their own activities
<p>Funding of activities, and management and operations</p>	<ul style="list-style-type: none"> • There was funding available for the development and printing of the brochure although it is understood that the design was developed in house at one of the visitor centres. • There was no operational management for the route and visitor centre managers fitted in its promotion when they had time and energy.
<p>Lessons learnt from previous experience</p>	<ul style="list-style-type: none"> • The concept for this route was sound but the lack of resources and support at a higher level meant that when the key driver moved on the project foundered. • There needs to be dedicated long term resources and funding to drive this kind of a project. • There needs to be a formal committee of regional tourism experts to assist in keeping the project concept fresh. • Due to funding constraints the brochure was static and whilst it highlighted farmers markets and events it did not work with any of the businesses to create a range of experiences. • There was no clear and common branding created across the region. • There was no signage associated with the route so there was no recognition from the general public that there was an experience in place. • There was no website, assets or other marketing collateral except for the brochure.

Perth Hills Tourism Alliance

In June 2020 a Tourism Marketing Plan was developed for the Perth Hills region. This represents a collaboration between the City of Swan (excluding the Swan Valley), the Shire of Mundaring, the City of Kalamunda, City of Armadale and the Shire of Serpentine Jarrahdale. The aim of the strategy is for the LGAs to work collaboratively to drive tourism through a joint approach.

The Marketing Plan provides a road map for the next three years but it is based on the need for an ongoing commitment over a ten year period. The program builds on an overarching destination name, Experience Perth Hills, and a common theme of Natural Experiences in Perth’s Backyard.

Partners/members	<ul style="list-style-type: none"> • The City of Swan, the Shire of Mundaring, the City of Kalamunda, City of Armadale and the Shire of Serpentine Jarrahdale
Key activities	<ul style="list-style-type: none"> • The association has not yet been formed but the key focus will be: <ul style="list-style-type: none"> ○ Raising awareness of the Perth Hills as a visitor destination and make it a “must do” day trip destination. ○ Grow positive perceptions of the Perth Hills and its communities as a place to live, work, invest in and visit. ○ Build economic benefits from increased visitation and spending. ○ Improved return on investment from marketing activity.
Management structure and system of the initiative	<ul style="list-style-type: none"> • The PHTA operates as a collaborative project under a governance structure of a Memorandum of Understanding (MOU), a Terms of Reference and a set of Operating Rules. • There is no single officer as a point of contact for the project.
Funding of activities, and management and operations	<ul style="list-style-type: none"> • The funding for activities comes from contributions made by the LGAs each of which has a different level of commitment to tourism in their region. • Funding requirements have been estimated and presented for consideration.
Lessons learnt from previous experience	<ul style="list-style-type: none"> • The region surrounds Perth and is within an easy day trip of the city centre. • There is a wide range of experiences available within a very easy drive of the city. • The region already attracts significant weekend traffic but may struggle to attract visitation mid-week.

Tourism WA Food and Wine Trails



In 2015 Tourism Western Australia launch Taste 2020: A Food and Wine Tourism Strategy for Western Australia. The strategy identified a range of initiatives supported by focused research. The aim of the strategy was to promote Western Australia’s high quality, fresh local produce in spectacular natural landscapes.

One of the key projects of the initiative was the development of a range of food and wine trails across the state. The concept was to work with operators across the state to create a range of regionally focused trails linked to high quality food and beverage experiences.

Communities were invited to attend a workshop explaining the concept and exploring opportunities across their region to create a trail. Once a core group was identified to drive the project administrative support was provided to assist in the development of the trail. This support included workshopping ideas for a trail, gathering the information required for the brochure and liaising with the Tourism WA representative to have the brochure printed and distributed. At the end of the project around 33 trails had been developed.

<p>Partners/members</p>	<ul style="list-style-type: none"> • The project was driven by Tourism WA’s Food and Wine Tourism Project Manager. Funding for the development of the trail came from tourism but after that the regions were required to fund any future changes and print runs. • The project manager worked with a range of people and organisations across the state including local Chambers of Commerce, tourism associations and small business groups.
<p>Key activities</p>	<ul style="list-style-type: none"> • The key focus was developing a trail around a theme or geographical location. • The secondary outcome was to encourage businesses to collaborate to raise awareness and create culinary experiences. • A number of events were organised by Tourism WA to showcase the trails including two events at Yagan Square and subsidised attendance at the Margaret River Gourmet Escape. • The trails were also promoted on the Tourism WA website.

<p>Management structure and system of the initiative</p>	<ul style="list-style-type: none"> • Tourism WA provided administrative support to ensure that the trail was developed and didn't rely on a single business or individual to pull everything together. • Each trail was autonomous and there was an expectation that they would work together to promote the trail and undertake any future printing. • A single brand was used for the trails, but a range of colours, patterns and illustrations were available to allow customisation. • Some regions fully embraced the concept and developed multiple trails. The Swan Valley created around 6 trails, the first one supported by Tourism WA and the others developed and promoted through the City of Swan and the Swan Valley Tourism group. The Margaret River Region created around 8 trails, but these were all done by individual groups and locations.
<p>Funding of activities, and management and operations</p>	<ul style="list-style-type: none"> • The funding for the project came out of the Taste 2020 project budget. This included the initial workshops and the trail development. Some additional funding was made available for events and promotional activities.
<p>Lessons learnt from previous experience</p>	<ul style="list-style-type: none"> • During the development phase this project had a key driver who recruited businesses to be involved and assisted in the development of the trails. Once the project ended in 2020 there was no more funding available for this role. • Additional trails were developed by regional groups after the project had finished, suggesting the concept had merit. • Not all trail groups embraced their ownership of the trail but those that did and undertook their own marketing and acted as a referral network had significant success. • There was a general sense that the trails would have benefited from having a driver that assisted with the marketing of the trails as a whole. • Not everyone liked the branding concept, but this is to be expected as it is often a subjective decisions. When viewed together the trails had excellent visual impact. • Having a strong central theme was an important way of bringing together trails that were geographically disparate. • Additional funding for the ongoing marketing of the trails could have been beneficial. The trails are currently available through Tourism WA's website. They were also all uploaded to Trails WA which gives them a degree of longevity. • A workshop at the start of the process for each trail allowed interested parties to get together and share their values and vision and for the tutors to develop a consistent brand

South West Edge



The South West Edge is a collaborative project between a large number of organisations between Perth and Esperance. The project is being driven by Australia’s South West in partnership with Destination Perth and Australia’s Golden Outback. There are a number of additional industry partners providing cash and in-kind support. The project has the backing of Tourism WA and will be the major promotional focus for the region over the next couple of years.

The project was born many years ago out of a project initiated by Tourism Australia to identify and promote key natural landscapes across Australia. Over the years a steering committee incorporating a range of public and private sector organisations including Tourism WA, the Department of Biodiversity, Conservation and Attractions and a number of the regional tourism organisation under the title of the Great South West Edge.

In the past 12 months a strategy has been followed to create a touring route called the South West Edge which provides a 14-day itinerary from Perth to Esperance. The project is a collaboration between Destination Perth, Australia’s South West and Australia’s Golden Outback, as well as a range of public and private sector organisations.

The route has a strong website with high quality photo and video content. Operators along the route have been engaged to create video content highlighting the key experiences across the region. The route also includes some of the state’s most iconic destinations.

Partners/members	<ul style="list-style-type: none"> • The project is a partnership between three RTOs – Destinations Perth, Australia’s South West and Australia’s Golden Outback.
Key activities	<ul style="list-style-type: none"> • An industry engagement toolkit has been developed to provide tourism businesses with an understanding of how they can take advantage of the opportunities. https://2ydh54cemmj1uivrf2e62xi-wpengine.netdna-ssl.com/wp-content/uploads/2020/06/The-South-West-Edge-Industry-Kit-2020.pdf

	<ul style="list-style-type: none"> • The group has created a trade toolkit that assists inbound tour operators to create experiences and itineraries. The kit identifies those businesses that are trade ready. This will be particularly important when the state borders reopen. https://2ydjh54cemmj1uivrf2e62xi-wpengine.netdna-ssl.com/wp-content/uploads/2020/06/The-South-West-Edge-Trade-Kit-2020.pdf • There is also a media kit which identifies itineraries, experiences and reportable experiences. This is aimed at digital and print media. There are also links to video footage and still images. https://2ydjh54cemmj1uivrf2e62xi-wpengine.netdna-ssl.com/wp-content/uploads/2020/06/The-South-West-Edge-Media-Kit-2020.pdf • An image library and high-quality video footage is available. • A number of itineraries have been created from a 14 day full loop to a number of shorter experiences. • The website uses Alpaca as the mapping tool which allows the user to create their own itinerary. • Blogs are provided highlighting what to do and when. • There are destination profiles for all of the key locations on the route. These link back to the relevant RTO's site • Social media marketing on Facebook and Instagram • A program of PR and marketing has been put in place and each of the RTOs plays a role in promoting the route.
<p>Management structure and system of the initiative</p>	<ul style="list-style-type: none"> • The route is managed jointly by the three RTOs with Australia's South West taking the lead on day to day operations and management.
<p>Funding of activities, and management and operations</p>	<ul style="list-style-type: none"> • Funding has come from a range of sources and includes cash and in-kind resources. The route fits strongly with Tourism WA's new Our Story focus and will be a key tool in its delivery. • It is estimated that around \$300,000 is required for the development of assets, branding, development and hosting of a mobile friendly website, software licenses, the ongoing PR and marketing activities and recruiting businesses to the initiative. • A project manager has been contracted to manage the PR and marketing, management of the website, ongoing development of content and experiences.
<p>Lessons learnt from previous experience</p>	<ul style="list-style-type: none"> • It took over 12 months to develop the route beginning with consultation with the industry and partners to identify what they would look for as a consumer and translating that into a range of customer focused experiences. • The project is a collaboration across three regions taking in a sizeable portion of the state and most of the highest visitation locations in the South West. • The management structure is simple and made up of organisations that understand tourism and marketing. They work collaboratively with each other and with external public and private sector partners.

	<ul style="list-style-type: none">• High quality assets have been developed for use by the organisation to promote the experiences and available to media and industry partners to assist in getting other organisations to promote the experience.• A range of mobile friendly tools are available for the consumer to use to plan and deliver a high-quality experience.• A strong brand has been created that ties the large and disparate route together.• Clear experiences have been created to make it simple for the visitor to choose the experiences offered including the ability to choose from pre-prepared itineraries that can be printed or downloaded or to edit an existing itinerary all using the alpaca platform. https://www.thesouthwestedge.com.au/itinerary/weekend-getaway/• The industry has been engaged in the development of the route.• A strong link has been made to Tourism WA's Road Trip campaign and also the new <i>Our Story</i> focus.• Significant time and funds have been allocated to the development of assets, digital infrastructure, branding and relationships.• The project has strong management as well as a dedicated project officer with clear budgets and outcomes.
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Route 66, Illinois to California, USA



Cyrus Avery is known as the Father of Route 66. Born in 1871 in Pennsylvania, he grew up to become a valued public servant and a member of the federal board appointed to create the Federal Highway System. U.S. Highway 66 was established in 1926 with road signs being erected in 1927. In 1927, Avery pushed for the creation of the US Highway 66 Association to promote the paving of the road and promote travel on the highway.

U.S. Route 66 extends from Chicago Illinois on the east coast to Santa Monica in Los Angeles, California. It covers a total of 2,448 miles (3,940km) and is known as the Main Street of America. Route 66 was the main route people used when they migrated west during the Dust Bowl of the 1930s and it has inspired many songs, books, movies and even a television series in the 1960s. Most recently it inspired the Pixar animated film *Cars*.

Route 66 has become internationally recognised as a key iconic American experience. The route supported many communities along its route and many businesses still benefit from tourist traffic tracing the footsteps of previous generations. It is now known as a Historic Route and features many local museums of both the route and Will Rogers a stage and film actor and columnist from the 1920s and 1930s.

Sections of Route 66 started to be bypassed in the 1960s and by the mid 1980s the majority of the route had been bypassed by I40 a new Interstate Highway aimed at creating a safer route across the country. The impact was to create ghost towns along the route and many small businesses were no longer viable.

Partners/members	<ul style="list-style-type: none"> Created by Cyrus Avery, in the 1920s the route was almost completely bypassed by the mid 1980s by Interstate 40.
Key activities	<ul style="list-style-type: none"> As a historic route it provides a spine along which visitors can create a memorable journey. There are numerous small towns along the route with accommodation and food businesses and a range of museums and other visitor attractions. Various sections of the route are on the National Register of Historic places and tourism has led to the restoration of a number of the buildings and businesses along the route.

<p>Management structure and system of the initiative</p>	<ul style="list-style-type: none"> • The road was originally set up under the Federal Highway System. • Different sections of the route are managed and advocated for by different groups including local government, business associations and Route 66 Associations
<p>Funding of activities, and management and operations</p>	<ul style="list-style-type: none"> • Funding is provided at a local level now as the route is no longer designated as a national route. • In 1999 President Clinton \$10 million in matching funds for preserving and restoring historic features along the route.
<p>Lessons learnt from previous experience</p>	<ul style="list-style-type: none"> • Being immortalised in song, literature and film has meant that Route 66 has enjoyed international recognition without significant promotional activity. • The long road trip is something that speaks to many people as a symbol of freedom and liberty and getting out onto the open road. • Once an alternative or bypass road is created many of the small businesses simply cannot survive. • A road that travels for such a distance incorporates so many localities is difficult to manage and promote as a single entity.

Arctic Coast Way, Northern Iceland



The Arctic Circle way is still in the development stages. It is an ambitious driving route in the north of Iceland taking in the Arctic Circle. It was initially the idea of Visit Akureyri and Visit North Iceland to create Iceland's first long distance drive touring route, covering 900km of road.

The overarching concept was to create an umbrella brand under which local businesses could work together to promote their products and achieve greater visibility to national and international visitor markets. In recent years Iceland has become a popular tourism destination and the route would also be used to disperse visitors to more peripheral locations away from the most well-known sites.

This route is still in the planning phases but their approach is useful to explore as the route is ambitious and involves multiple organisations and destinations.

Partners/members	<ul style="list-style-type: none"> • Visit Akureyri and Visit North Iceland. • Regional development organisations and businesses/
Key activities	<ul style="list-style-type: none"> • Development of an umbrella trademark. • Bring businesses together to promote their products and encourage visitation to less well-known destinations. • Encourage longer dwell times at locations • Create a year-round travel option • Create economic benefits for business and communities along the route. • Project Manager gives presentations, interviews and builds partnerships to attract funding and support for the route.
Management structure and system of the initiative	<ul style="list-style-type: none"> • Driven by a full-time project manager funded by the tourism organisations and a local municipality. • Additional funding was also successfully sought from regional development funds. • A steering group was set up with representatives from local villages and municipalities and tourism and cultural representatives, managed by the Project Manager. The aim is to ensure that everyone feels like they have been represented.

<p>Funding of activities, and management and operations</p>	<ul style="list-style-type: none"> • Initial funding covered the salary and travel costs of the Project Manager to travel around the region and recruit locations and businesses to the project. • They invested in infrastructure planning and mapping. This allowed them to understand what was already in place and where the gaps were. • They used the regional presentations to identify a range of place and activity suggestions to help them create a range of truly Northern experiences including the best places to see the midnight sun and the Northern lights. • Funding is coming from a range of grant funding applications for specific project as well as looking to state and local government for commitments to the installation of key infrastructure. • They are aiming to charge a membership fee to assist with the cost of marketing. They are proposing two levels, general for the majority of businesses and another level for hero or outstanding experiences that will have international appeal.
<p>Lessons learnt from previous experience</p>	<ul style="list-style-type: none"> • It is important to engage the community when creating this kind of a trail. • The community was engaged to help identify the best experiences the region had to offer. • Infrastructure requirements were identified as the beginning of the project to ensure they were able to meet expectations. • They are waiting for the signage to be in place before they start promoting it internationally. • They are aiming to develop something that is more than a touring route, they want to make an emotional connection with their visitors and engage their interest by immersing them in the “rugged coastal nature, people and culture • They are working with the industry to identify and support “Hero” experiences that will allow them to maintain credibility and protect the brand they are creating. • It is hard for them to get baseline data to measure success so they are intending to rely on anecdotal evidence. • Their lack of budget is making them creative and have created projects linked to food experiences as these were seen as a high priority. They have created a food-passport for the route which creates additional opportunities for food businesses along the route. • The group has looked to international exemplars for inspiration and guidance.

Discussion

Based on the review of the Harvest Highway concept and interviews with a range of stakeholders the following lessons have been identified:

- While the Harvest Highway was a good concept it was not effective in the long term at raising the profile of the regions it passed through or creating demand for tourism experiences. It is recommended therefore that the four Shires do not pursue a strategy of reinstating the Harvest Highway in its original format.
- The *Highway 20 – The Alternative* concept was a strong one, but the execution lacked funding and resourcing. It is recommended that this concept be revisited but that significant resources be allocated to the development and delivery of the concept.
- The Highway 20 concept should have its own delivery resources, but these should be developed alongside the tourism, marketing and economic development work already being undertaken in the individual Shires. This should act as a uniting concept to draw visitors to the region.
- It is recommended that the region takes advantage of the deep dive into Our Story workshops being offered by Tourism WA to establish a strong link with the statewide and regional marketing campaigns.
- A Memorandum of Understanding (MOU) should be developed between the Shires to agree long term support, outcomes and resources for the development and delivery of the route.
- A brand should be developed that creates a strong identity for the route and will guide the development of products and experiences.
- Dedicated marketing assets should be developed that can be shared across the region and also with supporting partners such as Tourism WA, Australia's SouthWest, Destination Perth and media partners.
- Links should be identified with other adjoining routes and experiences such as the South West Edge, the Harvest Highway and projects in the Perth Hills.
- The trail should start in Armadale as this is where the South Western Highway begins. A partnership should be developed with the City of Armadale to develop a trail head at the Armadale Visitor Centre. Orientation should also be provided at the existing visitor centres and at appropriate rest stops along the route.
- It is not recommended to develop a new visitor centre in the Serpentine Jarrahdale LGA area due to the high cost of development and management of visitor centres. An information point could be set up at the Serpentine Falls Roadhouse as this is a good access point from the Forrest Highway. This would also capture traffic that will come from the Tonkin Highway extension when it has been constructed.
- The route should have clear and unambiguous signage simply stating, "Highway 20". It is suggested that this be affixed to existing signage rather than creating a whole system of signage and wayfinding. This will keep costs down and allow for it to be removed if the project is no longer supported in the future.

Consultation

Consultation was undertaken with a broad range of organisations to understand what projects are underway, as outlined above and to identify the level of support for the development of a long-distance tourism route.

The following organisations were interviewed:

- Tourism WA
- South West Development Commission (SWDC)
- Australia's South West (ASW)
- Destination Perth (DP)
- Peel Development Commission (PDC)
- Harvey Visitor Centre
- Waroona Visitor Centre
- City of Armadale (CoA)
- Warren Blackwood Economic Alliance (WBEA)
- BunGeo
- Taste Blackwood
- Department of Primary Industries and Regional Development (DPIRD)
- Harvey Mainstreet Inc

These organisation were interviewed to explore what activities they are working on as well as to gauge the level and kind of support they might be willing to provide to the development of a new touring route using the South Western Highway.

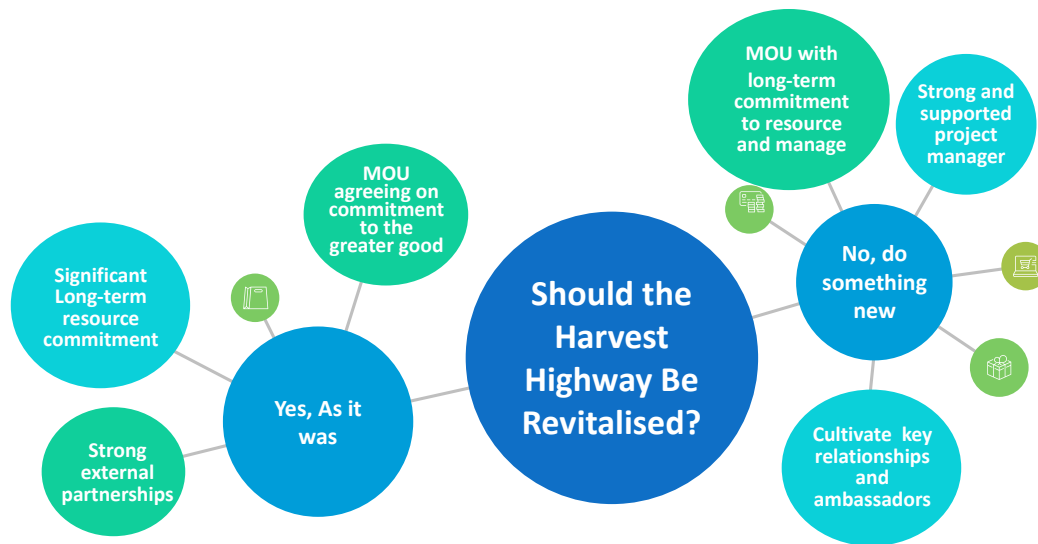
Outcomes

The following is a summary of the outcomes of these consultations.

- There was universal support for the concept of a route and the development of itineraries and experiences linked to it but there was a strong message that there needed to be a clear point of difference from other destinations.
- None of the organisations had financial resources available to put towards the development of this route, however there was the potential for promotional or in-kind support.
- A common suggestion was that the route offered a "country life" experience allowing visitors to immerse themselves in a rural lifestyle. This differs from the coastal experience offered by the South West Edge which takes the coastal route and also the Forrest Highway which does not allow the visitor to interact with the landscapes they are passing through.
- ASW and DP were both willing to work with the project to advise on business development, asset development and product development. DP may also be able to assist in providing mentoring and support for any project officer that is engaged to manage the project.
- It was generally agreed that the original Harvest Highway was too narrow a concept, too long a route and too static an experience. There is a need to ensure that the experiences developed focus on a core range of customer groups and change and adapt over time to maintain interest and assist in creating a more professional and dynamic tourism industry.
- The scale of the Harvest Highway made it very difficult to manage and to gain consensus from the partners about resourcing and delivery. The project will require significant and stable resources to ensure long term success.
- Visitors need to know that they are on the route, but signage must be easily removeable should support for the project wane.
- Having a strong digital presence is vital and creating strong assets that can be used and shared across the route and with partners is vital.

- There needs to be a strong collaborative approach and long-term commitment of dedicated funding and resources to ensure that the project can continue to grow and deliver.
- It is important to have an active, expert committee in place to help keep the trail fresh and relevant and to monitor impacts.
- The route needs to have a strong brand and identify.
- The experiences need to be clear and easily accessible by the customers.
- “Hero” businesses along the route need to be identified and they need to have early buy in to the concept to ensure other businesses will become engaged in the process
- Visitor destination businesses on the route need to attend a workshop and have the opportunity to join a mentoring session to ensure they understand the concept and can implement a visitor experience at the required standard.

Harvest Highway Review



Highway 20 Concept

The Highway 20 – The Alternative, was a concept developed some years ago linked to the Harvest Highway concept. While the concept had merit it was not well resourced and as such foundered. It is recommended that it or something similar be developed with a stronger commitment from the Stakeholders to ensure longer-term success and sustainability.

Purpose

To develop a cooperative approach to encouraging visitation to the inland south west along the South Western Highway.

The objectives of the trail were identified as being to:

- Create awareness of the alternative route to and from the South West via the South Western Highway and to give greater visibility to the region.
- Increase visitor numbers and income to participating businesses along the route.
- Create a sustainable model for project.
- Disperse tourism across the region and bring economic benefit to all of the Shires.
- Encourage providers of tourism services to work together.
- Build industry professionalism.
- Work together to achieve a common purpose.

Concept

Create a hero route from Perth to Harvey along the South Western Highway that provides a range of experiences and activities that the visitor can find, explore and book. The route will be a cooperative project with the local government authorities along the route and the tourism industry.

The outcome will be increased awareness of the experiences along the inland route, increased visitation, length of stay and visitor spend.

Experiences

Point of Difference – the Country way of life

It is important to have a clear point of difference from the other tourism experiences that are being offered in the region. Tourism WA has recently developed the *Road Trip State* campaign which encourages visitors to explore WA and provides high level route suggestions. Creating a more developed experience incorporating customer centric experiences will add to this campaign.

In addition, the Tourism WA “Our Story” work is focusing on assisting destinations and businesses to understand how they can work with Tourism to leverage the state’s assets. This is even more important now that the market is limited to intrastate and additional funding is being pumped into domestic campaigns like Wander Out Yonder, aimed at encouraging Western Australia’s to be tourists in their own state.

The project team undertook some work to identify the tourism businesses in each of the LGA areas. This identified a range of businesses such as attractions, tours, accommodation or food and beverage experiences. The Shire of Murray has a larger number of established tourism businesses than many of the Shires. A high proportion of the experiences across the region are linked to nature and outdoor experiences and as such are free of charge. This will make generating income from the industry more challenging.

It is recommended that a number of experiences and itineraries be developed focusing on the markets identified below. These would include suggestions for day trips, weekend trips, short breaks and longer holidays. Using a tool like Alpaca (an itinerary generating tool) it will be possible to provide guidance as well as allowing visitors to customise their experiences.

Products and experiences will be developed or coordinated by the project manager and this should be an ongoing task. Experiences could be in the form of itineraries or blog suggestions but must be focused on market needs.

Some examples of experiences that could be developed are:

Highway 20: Family Weekend

Highway 20: Adrenaline Adventure

Highway 20: Gourmet Safari

Highway 20: Romantic Weekend Break

Highway 20: Markets, Farms and Foraging

Highway 20: Explore our Heritage

Highway 20 Alternative Art Trail

Highway 20 Farmgate Experiences

Highway 20: Pamper Weekend

There is almost limitless potential for the development of trails and experiences. This allows the experience to continue to be refreshed and give visitors a reason to come back often with different groups of family and friends for different purposes.

Situation Analysis

The world is currently experiencing a Global Pandemic which in addition to the human impact has devastated many industries none more than the tourism. As with every crisis there are accompanying opportunities, for Western Australia the closure of the borders and the 100% loss of interstate and international tourism means that local Western Australians are a captive audience. It also means that Tourism Western Australia (Tourism WA), the promotional body for WA has focused a significant amount of its human, time and financial resources on encouraging Western Australians to explore their own state.

The Shires along Highway 20 are in a strong position to benefit from this situation as they can offer a diverse day trip destination as well as creating a series of engaging experiences that will challenge what Perth residents think they know about the region and will open up business and economic development opportunities throughout the region.

Political

As the initial **threat of the first phase of COVID-19** within the state recedes we have seen an opening of the intrastate borders and free movement of Western Australian's around the State. The recent school holidays have shown that people are keen to travel and explore their state and find new favourite destinations.

The **resurgence of COVID-19** in Victoria has led to a stronger resolve to keep the state borders closed until there is greater control over the virus. It is unclear when or even if this is possible. Visitor destinations around the state will have to be prepared for the impact of future shocks and closures as a result of the ongoing circulation of the virus. Businesses that are nimble and can change and adapt to conditions are likely to have a greater chance of ongoing sustainability.

In the past Tourism Australia has focused on promoting Australia to the world and does not as a rule get involved in domestic tourism marketing. 2020 has presented some unbelievable challenges to Australian tourism and following the bushfire in January they began to develop domestic marketing campaigns which took on even more urgency as COVID-19 hit. Additional funding has been made available for the marketing of Australia to Australians which will be more consistently

implemented as state borders begin to open up. They have also invested heavily in resources to help tourism businesses to stay viable and recover once the crisis has passed.

Tourism Western Australia (Tourism WA) has recently completed a branding project to identify the core themes and stories of the state. They will now concentrate on developing and promoting those stories to intrastate markets as motivators to travel as well as to the interstate and international markets as part of their dreaming and planning phases. Significant resources are being channelled into intrastate marketing and industry capacity building; this represents an incredible opportunity to the Shires participating in this project.

The COVID-19 crisis has led to a greater level of cooperation between the **Regional Tourism Organisations (RTOs)** as demonstrated by the development of the South West Edge project. The RTOs are seeking ways that they can work collaboratively with the Local Government Authorities (LGAs) in their regions. In addition, additional funding is allowing for new marketing assets to be developed.

LGAs understand that there is an opportunity to take advantage of the new conditions but also understand that they must approach this cooperatively to make the most of limited resources. Across the state projects are being developed through state and local government partnerships and regional economic alliances. These include cooperative marketing organisations such as BunGeo and Southern Forests and Valleys Tourism Association and the revisiting of the Harvest Highway concept by the Shires in this project and the Shire of Manjimup through the Warren Blackwood Economic Alliance.

The LGAs undertaking this project were at one time part of the Mandurah and Peel Tourism Organisation (MAPTO). MAPTO provided a means of creating a partnership approach to marketing the Peel region. This organisation has since ceased operation and Visit Mandurah was created to focus on the promotion of Mandurah as a destination. This leaves the other Shires without a coordinated marketing approach. Work has been undertaken in the Shire of Murray to identify a marketing approach but there is significant opportunity to work together to bring visitors to the region.

Economic

COVID-19 is going to have a profound impact on world's economy although we do not know how that will manifest itself. What is clear is that international tourism will take a very long time to recover to 2019 levels if it ever does. In the meantime, domestic tourism will be the focus for the foreseeable future. Western Australia's geographic location has always meant that there is a high reliance on intrastate tourism with smaller numbers of higher spending interstate and international visitors. The downside of this is that the local market tends to undertake shorter trips and spend less. A major challenge is going to be getting them to choose new destinations and spend on services such as accommodation and tours in tourism destinations.

In September 2020, the Federal Government's Job Keeper funding is due change and could leave many tourism businesses in a difficult position financially. The current pattern of visitation is concentrated on the weekends and school holidays. It is difficult to run a viable business on such a limited operational model. It is still unclear what additional stimulus packages may be available for businesses going forward but lobbying from the Tourism Council WA and the tourism industry as a whole may have some impact on extending the program.

The current surge in COVID-19 cases in Victoria and potentially New South Wales could have a devastating impact on hopes of economic recovery in Australia. The lock down in Victoria raises concerns about the ongoing risks associated with travel and mass gatherings and is likely to delay the reintroduction of interstate tourism for some time. It also creates concern and uncertainty within the WA tourism industry because although interstate and international tourism represents a

relatively small proportion of the overall tourism market it represents a higher level of spending and length of visitation.

Research undertaken into drive tourism by the Cooperative Research Centre for Sustainable Tourism (CRC)³ identified that in times of economic downturn there is often an increase in drive tourism as it is often seen as a cheaper travel option. The current unique situation ensures that drive tourism will be a significant tourism driver at least for the foreseeable future.

Social

In recent years there has been a growth in the desire to have a **healthier lifestyle**. This includes getting more exercise, eating well and looking after mental health. Creating connections to local people and understanding where food comes from has led to increased interest in rural life and farming in general. In addition, there has been increased demand for **fresh produce** sourced directly from the grower and an explosion of Farmers Markets in both metropolitan and regional areas.

Work undertaken in the early 2000s identified the importance of getting into nature for both **physical and mental health**. Richard Louv's "*Last Child in the Woods*" highlighted the decline in exposure of children to nature and the detrimental effect this was having on their physical and mental wellbeing. The nature play movement was born out of this realisation and natural play spaces began to be developed across the world. In addition, there has been significant investment into the development of tracks and trails and other infrastructure in the states parks and reserves. Mountain biking and hiking have become very popular and the region is crossed by the Munda Biddi Mountain bike Trail and the Bibbulmun Track walk trail, both stretching from the Perth Hills to Albany. An investment of around \$19million has also been made into new trail infrastructure in Dwellingup which will become a significant drawcard for the region.

Over the past 50 years tourism has gone from a luxury item to a perceived basic need. Low cost airlines, cheap cruises, Airbnb and online travel agents have created unprecedented demand for travel globally. Pre COVID-19 tourism was reaching staggering proportions internationally causing overcrowding and negative impacts in some of the world's best know destinations. While the ability to travel internationally has been removed there is still a high demand for tourism within the population and so domestic travel is now the only option. This presents a challenge and an opportunity for many destinations as they have to be able to attract visitors who may not see their destination as an attractive one as a holiday option.

The CRC Driver Tourism research also identified one of the key motivators for drive tourism as being the sense of freedom and independence it offers. People that undertake drive tourism see themselves as travellers not tourists and this fits well with the perception that Western Australians will have of themselves travelling in their own state. Drive tourists are seeking "real experiences" and "local knowledge" allowing them to feel like they are discovering unique experiences that are not mainstream. Highway 20 is well positioned to be able to provide this kind of an experience to the travelling public.

Technological

Digital marketing conversion has also been identified as a major trend, that is connecting with visitors on mobile devices to drive real time sales in destination. The importance of online marketing and promotion has grown exponentially in recent years. All markets will search for information and inspiration online through websites, social media and review sites. The majority will also book direct online or through third party booking sites such as Expedia, Booking.com, Airbnb and Red Balloon. Locations and businesses that do not have a strong online presence and online booking capability will quickly fall off the consideration list. Third party booking sites are the shopping malls of tourism.

³ *Drive Tourism – Up the Wall and Round the Bend* (2002) Editors: Dean Carson, Iain Waller and Noel Scott, Cooperative Research Centre for Sustainable Tourism and Southern Cross University

They have enormous marketing power and consumer engagement. Without an online presence the destination is invisible to the markets.

Creating awareness of a place is a significant challenge in a noisy market. Destination marketing organisations focus much of their effort into inspiring visitors to consider their destination through imagery, videos and promotional campaigns. Creating itineraries assist in making it easy for the visitor to imagine how they would spend their time in a location and make it easier to gain a commitment to travel. A range of options are in place for creating itineraries including applications such as My Tour and online itinerary tools such as Alpaca.

Opportunities and Challenges

There are a significant number of opportunities and challenges facing the tourism industry at present. These will have an impact on the sustainability considerations of this project.

Opportunities	Challenges
<p>External Market Conditions: The tourism market is notoriously volatile and susceptible to external shocks that are out of the control of the destination and the businesses. The bushfires in early 2020 caused a significant impact on tourism numbers and the outbreak of the COVID-19 global pandemic has devastated tourism globally.</p>	
<ul style="list-style-type: none"> • Tourism Australia and Tourism WA have increased marketing efforts focusing on the domestic market to holiday at home could fill some of the gaps left by international visitors. • Tourism is a long game and we need to prepare for when the crisis has passed, and people are looking for somewhere safe to go. • Intrastate tourism is back and WA residents are seeking new and interesting experiences that will take the place of their traditional annual overseas holiday. They are being forced to explore their own backyard. • WA has reacted swiftly and decisively to slow the spread of COVID-19 which will give our national and international markets comfort when they come back. 	<ul style="list-style-type: none"> • COVID-19 has heavily impacted travel and for a while temporarily stopped all tourism in the world. Tourism is now making a tentative come back but there are issues internationally about the spread of COVID-19 and many destinations are experiencing a second wave of infections. • Covid-19 has already led to a global economic downturn. As countries open up and the full impact of the pandemic becomes clearer there will be an ongoing decline in tourism numbers. • Many of the tourism businesses in regional WA have been heavily impacted by COVID 19 and the subsequent tourism decline. Creating opportunities and vehicles to drive tourism into the region will be imperative for the future long-term survival of many operators and the industry as a whole.
<p>Market Awareness: There is a relatively low level of awareness for inland towns along the South Western Highway. The current information and marketing activities are minimal.</p>	
<ul style="list-style-type: none"> • There is a recognition across the LGAs of the need to work together to raise the profile of the region. • New products and experience have been developed in the Murray shire presenting an opportunity to promote the region. • Marketing and product development is being developed in the Murray Shire and this will assist in growing awareness of the region. • Signage on the Forrest Highway provides an opportunity for travellers to choose the alternative route. • Individual businesses can develop their own business models to increase profits 	<ul style="list-style-type: none"> • Low level awareness of the destinations and what they have to offer. • Significant competition close to Perth for daytrip visitation. • Poor online representation and booking capacity. • Limited social media activity. • No consistency across the local industry relating to core messages or hashtags. • Potential competition from other regions and routes that will be a focus for RTOs and Tourism WA due to the resourcing that has already been committed. • The intrastate market visitation is concentrated on weekends and school holidays making it difficult to sustain a commercial business offering.

Opportunities	Challenges
	<ul style="list-style-type: none"> • This market tends to have a lower level of spending compared to the interstate and international markets. • Most of the businesses on the route have low skills level in developing their business as a destination tourist attraction.
<p>Product Availability: All of the LGAs along the route are relatively new to the tourism industry, previously having focused on other strengths. There is a need to build density and diversity of product experience to attract a range of visitors, as well as knowledge and understanding of the industry.</p>	
<ul style="list-style-type: none"> • Significant government investment has been made in the development of trails infrastructure in Dwellingup. • A range of products and experiences are being developed or upgraded across the region including the Dwellingup visitor centre and heritage experiences in Pinjarra. • There are a number of iconic experiences and businesses located in the region that could be used to create hero experiences. • Lack of visitor engagement by many businesses along the potential route. 	<ul style="list-style-type: none"> • Limited awareness of products and experiences. • Experiences difficult to book online due to business capacity or the experiences being free. • Limited range of accommodation options across the region, mainly focusing on group accommodation, camping and small farm stay and B&B experiences.
<p>Resource Constraints: There is never enough money or people to undertake marketing activities so there is a need to focus on methods that will get the biggest outcome and to build partnerships across the industry.</p>	
<ul style="list-style-type: none"> • Visit Mandurah is undertaking a number of targeted marketing activities that include other locations in the Peel region. It will be important to leverage what they are doing and ensure consistency of messaging. • Tourism WA, Destination Perth and Australia's South West are potential sources of promotion and exposure through visiting journalist and tour operator familiarisations. • Explore possible sponsorship opportunities with ALCOA and RAC. • Ensure that collateral developed can be used across a number of platforms. • Leverage the activities undertaken by partners to build marketing reach. • Leverage social media channels and SEO to increase awareness in a cost-effective manner. 	<ul style="list-style-type: none"> • Limited advertising and promotional budget. • Limited personnel within the Shires to implement product develop and marketing activities. • Limited business capacity to undertake marketing activities or provide bookable product. • The temptation is to add the route to an existing officer's job description, this would be a mistake as dedicated time and resources will be required to make the route a success. • The LGAs will need to work together and commit to a significant timeframe to ensure success.

Opportunities	Challenges
<ul style="list-style-type: none"> • Monitor the effectiveness of promotional activities and alter approaches that are not effective. • There has been a significant investment across the state in trails development including the Perth Hills and Collie. This presents the opportunity to create a series of trail experiences from the Perth Hills and across the region. • There is an opportunity to cross promote with other touring routes across the region including South West Edge. • There may be an opportunity to share resources with the RTOs to leverage spending on asset development and project management. 	
<p>Business Capacity: Tourism is a relatively new economic focus for many of the Shire along the route and as such the businesses operating in this area are often start up or have a relatively unsophisticated product that relies on passive marketing strategies to attract business.</p>	
<ul style="list-style-type: none"> • Work with Tourism WA, Destination Perth and Australia’s South West to identify business capacity building opportunities. • Create resources for business operators to assist them to improve their business capability. • Work with key businesses to build capacity and quality. • Work with the Tourism Council of WA to build standards. • Work with regional councils and tourism partners to achieve economies of scale in the delivery of capacity building activities. 	<ul style="list-style-type: none"> • Many of the businesses are not “market ready” this means that they can be discovered and booked online and understand the role they play in the broader tourism industry. • Limited online booking capability across the industry and across the region. • Some product is old fashioned and tired. • Some of the product is run by community interests rather than commercial interests, which do not have a customer centric approach. • Lack of resources and capability in the social and digital marketing spaces. • Limited budgets for marketing activities.

Visitation

Tourism markets have changed significantly over the months since March 2020. Figures presented here represent pre COVID-19 travel patterns and as such the international and interstate visitation is no longer relevant. However, it does provide an understanding of the future potential for the region with these markets. The market for the region has always been and continues to be predominantly domestic intrastate, this market has now increased exponentially as international travel is no longer an option at least in the short term. This presents a significant opportunity to the region in attracting a range of visitors from day trip medium and long holiday experience.

In the short-term the focus will be on the **domestic intrastate markets**, predominantly from Perth and the south west. This market is heavily concentrated on the weekend day trip and short break market and families during the school holidays. This market also has a lower level of visitor spend and are less inclined to use visitor centres to gather information. They are self-sufficient and have a level of knowledge about the region but may also have negative preconceptions about some destinations.

In the medium-term the market is likely to include interstate travellers although it is unclear when the state borders will re-open. It could be that a limited opening may occur with states that have COVID-19 under control. The timeframe for this opening is still an unknown.

In the longer-term the focus will be on attracting the international market. Again, it is unclear what this will look like given the significant reduction of airline capacity globally, quarantine requirements for entry into WA now and into the future and the impending economic uncertainty post COVID-19. It could be that WA could operate in bubble with other countries and locations that have managed to control the virus, but this remains to be seen.

In the short term the goal will be to build a brand and a range of experiences to attract the intrastate market and that can be built on and promoted to raise awareness of the alternative route to the south west and the experiences on offer. This in turn will assist in attracting markets that have a lower level of knowledge about the route and the experiences on offer.

The overseas focus should be on Singapore and not China due to the political uncertainty with China.

Statewide

In the year ending September 2019 Western Australia (WA) attracted 22.7 million daytrips and 11.8 million overnight visitors. The overall visitor spend for this period was \$10.9billion with \$5.2billion (48%) being spent in regional WA. Spend had increased by 17.9% and visitor numbers had increased by 13.3%.⁴

At a state level the breakdown of total visitation to WA shows overnight visitation is predominantly intrastate (26%) with 5% interstate and 3% international, the rest of the visitors are day trippers (66%). This provides a significant opportunity to destinations along Highway 20 as they include a number of popular day visitor destinations. 62% of all visitors will explore Perth and surrounds with 21% heading to the south west. This provides an opportunity for the locations along Highway 20 as they are within the DestinationPerth region and visitors need to pass through the area when heading further south.

In terms of overnight visitation alone 76% is intrastate, 16% interstate and 8% international. The intrastate market will be the key focus initially but increasing interstate and international visitation will assist with smoothing peaks and troughs of visitation. Interstate and International visitors also spend more and stay longer. Given current conditions this will be a much longer-term goal.

⁴ Tourism WA (January 2020) [Visitation to WA: Overview Year Ending September 2019](#)

Destination Perth

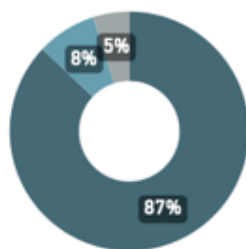
The Perth region attracted almost 5.7million visitors in 2019 accounting for over 35 million visitor nights, a slight decrease on 2018. The distribution of the markets is 57% intrastate, 25% interstate and 18% international. Around 4% of the intrastate market for Perth visits the Shire of Murray which is in the top three Destination Perth LGAs.⁵

Peel Development Commission Region

Market information is currently not collected specifically for the individual Shires included in this project, although figures are available for the Peel and South West Development Commission regions. The latest figures are for 2017/18/19 and were released in June 2020⁶ ⁷The sample sizes are relatively small but give a broad indication of the market sizes and behaviours.

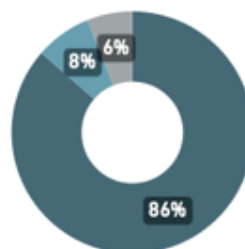
The market for both regions is predominantly domestic Intrastate - 87%, with 8% Interstate and 5% International. The majority of the intrastate market is from Perth and a large proportion of these visitors will be day trip, weekend and school holiday visitors. The Intrastate market only accounts for 66% of overnight visitors with 10% and 23% international.

Visitors by Market



Market ● Intrastate ● Interstate ● International

Visitors by Market



Market ● Intrastate ● Interstate ● International

Peel Region

South West Region

Source: Tourism WA

The purpose of travel for the domestic intrastate market to the Peel is predominantly holiday (51%) with 34% staying with Friends and relatives (VFR). The international market is skewed towards VFR (53%) and Holiday (43%). The top three accommodation types for domestic visitors are VFR, hotels and motels and caravan and camping. For the international market the choices are VFR, Hotel Motel and Other Private Accommodation which is likely to be Airbnb. For the South West region holiday is by far the largest reason for travelling followed by VFR.

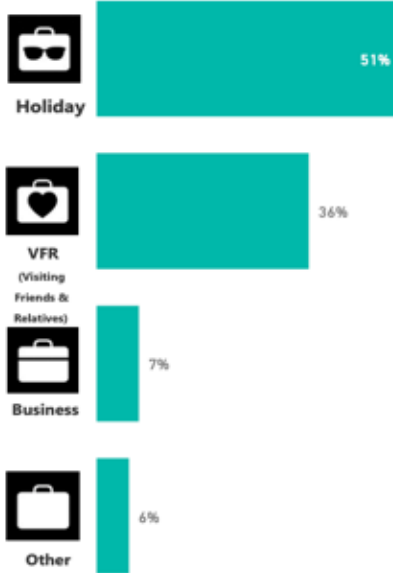
⁵ Tourism WA (June 2020) [Overnight Visitor Factsheet 2019](#)

⁶ Tourism WA (June 2020) [Peel Overnight Visitor Factsheet 2017/18/19](#)

⁷ Tourism WA (June 2020) [South West Development Commission Factsheet 2017/18/19](#)

Peel Purpose of Travel

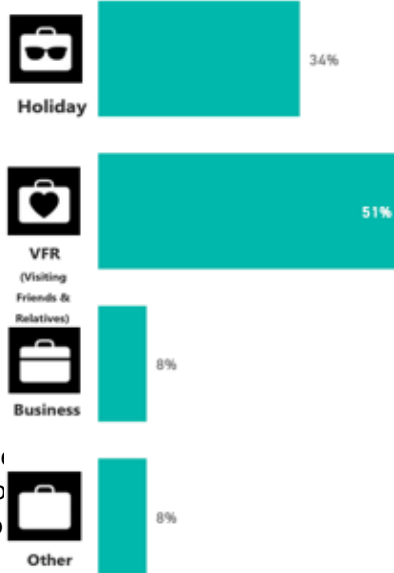
Purpose of Travel



Sum of purpose may add to more than 100% as overnight visitors can visit the LGA for more than one reason.

Intrastate

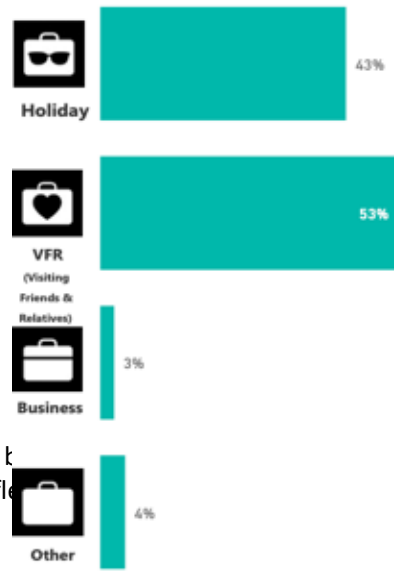
Purpose of Travel



Sum of purpose may add to more than 100% as overnight visitors can visit the LGA for more than one reason.

Interstate

Purpose of Travel

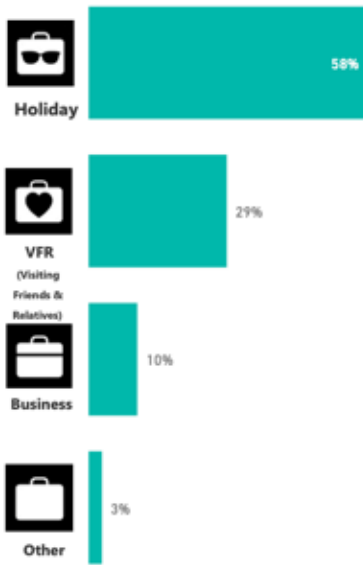


Sum of purpose may add to more than 100% as overnight visitors can visit the LGA for more than one reason.

International

South West Purpose of Travel

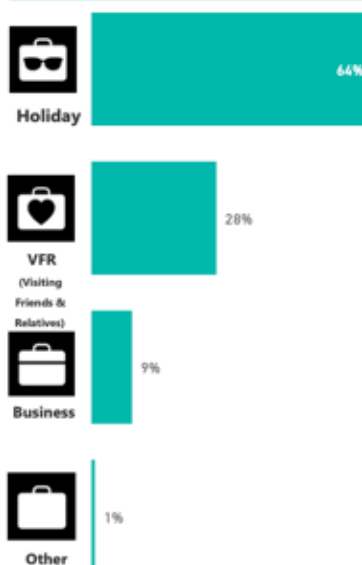
Purpose of Travel



Sum of purpose may add to more than 100% as overnight visitors can visit the LGA for more than one reason.

Intrastate

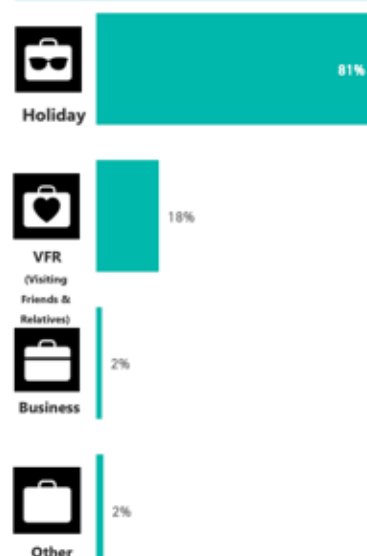
Purpose of Travel



Sum of purpose may add to more than 100% as overnight visitors can visit the LGA for more than one reason.

Interstate

Purpose of Travel

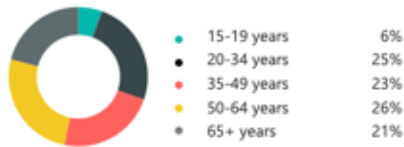


Sum of purpose may add to more than 100% as overnight visitors can visit the LGA for more than one reason.

International

The intrastate market characteristics for the peel and the South west are outlined below

Age



Travel Party



Length of Stay

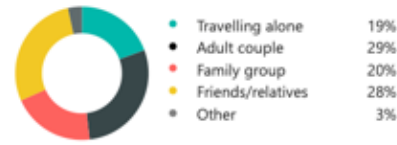


Peel Region

Age



Travel Party



Length of Stay



South West Region

Core Markets

A recent project undertaken for the Shire of Murray to develop a Marketing Plan for Pinjarra and Dwellingup identified four core markets that could be targeted for product development and marketing activities. It is recommended that the same markets be used for the overall Highway 20 concept as they are likely to be very similar.

The four core markets were developed using the Tourism WA segmentation and the research undertaken by Tourism WA into the Cycle Tourism market⁸, which provided profiles for more active visitors. These markets are explored in more detail below. It is not possible to identify exact numbers or demographics for each of these markets as they will vary throughout the year.

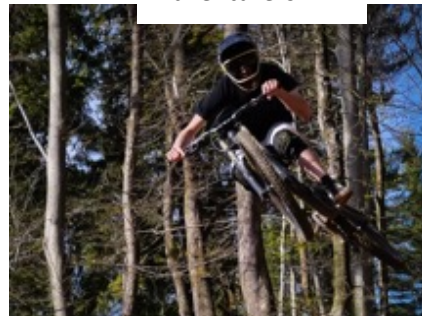
The four markets chosen are:



Active Families



Adventure Adventurers



⁸ Faster Horses (2018) *Segmenting the Cycle Tourism Market*

Active Families



A family that plays together to stay together

This is a combination of the Tourism WA Family Fun segment plus some of the characteristics of the Cruisers cycle tourism market. They like to have an active holiday experience that helps them to create memories together. This will be a significant market during the school holidays and on weekends with a focus on a range of trail and active adventure experiences. This would include hiking and cycling in natural areas, camping, Trees Adventures and holiday activities in national parks and heritage places.

Personality

- They live a normal busy family life and do not take a lot of holidays, so it is important that the ones they do take are convenient and family friendly with plenty of activities.
- They are more likely to take shorter holidays so long weekend and day trips are important.
- They are bargain hunters and budget conscious and happy with basic level accommodation.
- Convenience and routine are important to help them maximise the time they can spend together.

Demographics

- Over 50% are aged 35-49.
- They have school aged children.
- They are in the mid to high socio-economic grouping and are value for money and budget conscious.

Needs and Behaviours

- They are most likely to return to the same destination on multiple occasions.
- Having fun is vital so being able to access a range of experiences and activities that are designed with families in mind is really important.
- Activities need to be inclusive to allow for a range of ages, interests and abilities.
- They are looking for the ability to relax with family and are looking for easy, unchallenging, casual, low risk experiences that also involve sightseeing.
- They like to cycle on holiday (75%) but are also looking for a range of other activities.

Motivators

- Nature and wildlife are their key motivators, but it must be safe and convenient and should be sold as a way of spending time together in nature.
- Aquatic and coastal experiences are their second motivator linked to beach and family activities.
- Food and Wine is their third motivator, they are looking for convenient and satisfying food that is family friendly and caters to all of their associated needs (age, allergy, health conscious etc).
- Safety and security are key motivators.

Barriers

- Time poor, stressed and exhausted. Everything needs to be as easy as possible from the search and booking process to arrival and activity participation.
- The destination must have a strong family focus and really understand their needs and cater for them.
- They are budget and value conscious.

Planning and booking

- They research on the internet and 67% of them will also book online. If this option is not available, they are likely to go elsewhere.
- They will also look for recommendations from family and friends and online sites, so word of mouth and reviews are important, especially as they relate to the family friendliness of the destination.
- Convenience and ease are important so packaging and bundling experiences makes a destination even more attractive: accommodation, plus activities plus food.

Interested Explorers



They want to get under the skin of a place

They are a combination of the Tourism WA segments of Culture Vultures and Relax and Rewind and the Socialites from the Cycle Tourism Strategy. This will be a significant market for the region particularly for heritage sites, arts and culture and nature based activities but not the more technical mountain bike trails

Personality

- They are active and health conscious, but their activities are less adventurous – more walking and gentle cycling than running and gravity trails.
- They are lifelong learners and want to really get to know a place, its culture and history.
- They will seek out arts and cultural experiences and are most likely to be interested in Aboriginal tourism experiences and heritage sites.
- They enjoy travelling, arts, culture, entertaining and socialising and have a strong social network so share information and recommendations, they are connected.

Demographics

- Over 60% are over 50 but there are also groups of younger males and females travelling for connection and experience.
- They often travel in couples or small groups of friends.
- They have more time and disposable income than some other groups but can also be budget and value conscious.

Behaviours and Needs

- They want experiences that are enriching and allow them to learn and understand a place and the local culture.
- They also want to be able to relax and unwind with their partner and friends so social activities and experiences are important.
- They are interested in food and wine experiences and are particularly interested in how that might relate to local culture – either Aboriginal food activities or local and artisan produce.
- They are interested in bundled experiences such as a cycle tour that incorporates arts and culture and food and wine.

Planning and Booking

- 57% research and book online.
- With use the internet to research the destination but are also influenced by travel magazines, TV programs and travel sites.
- They are connected and will seek travel reviews and recommendations from their peers.

Motivations

- Nature and Wildlife – especially as it relates to history and heritage.
- Aquatic and Coastal – but more the surprising elements rather than just passive beach going.
- Food and Wine – as it relates to learning about the destination.
- Safety is a key motivator.

Barriers

- Knowledge about the destination and its culture and history.
- Ease of access to experiences and booking.

Adventurers



Disconnecting to Reconnect to self, family and nature

This group is a mix of Tourism WA's *Off the Beaten Track* and *Escape and Connect* segments and the *Achievers* from the Cycle Tourism Strategy. They want to disconnect from their frantically busy every day and reconnect with themselves, their partners and nature. This market will be attracted by natural experiences, adventure trails and activities and getting a deeper understanding of the region.

Personality

- They love the outdoors and nature and want to immerse themselves in it. They love hiking, camping and other outdoor activities.
- They seek value for money but are willing to pay for quality and memorable experiences.
- They like to challenge themselves and are likely to undertake experiences that some other groups might see as too challenging.
- They value relationships and are socially active so will share experiences online, but they are happy to explore alone or with a partner.
- They are active and passionate about their hobbies and interests.
- If they cycle, they are seeking to challenge themselves, they are competitive and look for elite experiences. They are most likely to participate in events and extreme activities and challenges.
- They will seek experiences that are off the beaten track and are not touristy.

Demographics

- Even split between the above and below 50 age groups.
- They are higher socio-economic groups.
- The older ones will be empty nesters while the younger ones will have older children so will have more time for their own hobbies and interests.

Motivators

- Nature and Wildlife is a huge motivator and they are especially looking for isolation, pristine and the ability to explore and discover.

- Aquatic and Coastal – they are looking for peace and serenity and an understanding of unique environments and wildlife.
- Food and Wine – looking for quality experiences but also using food as a way of understanding culture – such as Aboriginal food experiences.

Barriers

- Knowledge about WA is a key barrier and as they rely on internet as a major research tool having a strong and informative online presence is imperative.
- They have more time and money than other groups but are seeking value for money.

Needs and Behaviours

- They are seeking challenging experiences that test and satisfy them.
- They want to disconnect from the hustle and bustle of normal life.
- They are seeking serenity and peace and quiet.
- They want quality and are willing to pay for it.
- They do not want to be part of the herd and will avoid crowded and tourist experiences and destinations.
- They are a good potential source of off-peak visitation as they do not want to be there when everyone else is.
- They love to discover and explore new and wild places.

Planning and Booking

- 57% research and book online.
- They search through the internet, online travel sites and recommendations from family and friends.
- They are connected when they travel and will be influenced by imagery of wild and scenic locations.

Adrenaline Seekers



They want to get their hearts racing

This is a specific market to attract to mountain bike trails and other adventure activities. They do not fit neatly into any of the categories in Tourism WA but align with the Off the Beaten Track and also the Explorers in the Cycle Tourism Strategy. This is a relatively small market, but they are likely to be one of the most influential for the adventure trails in the region.

Personality

- They are looking for experiences that are out of the ordinary and off the beaten track.
- They want to be ahead of the trend and are not interested in being part of the crowd.
- They want to discover and explore new experiences.
- Authenticity is important to them.
- They have limited time, but good disposable income so will pay for high quality unique experience.

Demographics

- They are typically, younger males with no children.
- They are in the high socio-economic groups and have good disposable income.

Needs and Behaviours

- They are fit and strong and want to challenge themselves.
- They want to explore new and uncrowded places and be ahead of the trend.
- They will be the ones that create the buzz around the new infrastructure that is being built. The ambassadors, advocates and influencers will be in this group.
- They are passionate cyclists but will also want to engage in other activities and so bundling and packaging cycling, high ropes, sky diving and other high adrenaline activities will be appealing.
- They will participate in extreme and elite events.

Motivators

- Nature and Wildlife – allowing immersion and exploration.
- Achievement and challenge – they want to push the boundaries.
- Food and Wine – more specifically beer. They are looking for food they can share with their friends while retelling the exploits of the day.

Barriers

- Knowledge of the destination – they will search and book online and will want to know details about the activities they can do.

Planning and booking

- Research and booking predominantly online
- Will be influenced by sites such as Strava, which allows them to compare themselves with other like-minded cyclists
- They will follow influencers and extreme athletes and be influenced to challenge themselves in the same places
- They will also be influenced by peer reviews of the quality and challenge of trails infrastructure

Other Key Audiences

Local Government Authorities

The Shires of Serpentine Jarrahdale, Murray, Waroona and Harvey are key to the success of this project. They must agree to work together towards a common goal and vision and provide dedicated resources to implement the strategy. They will also be pivotal in providing guidance on the outcomes and outputs of the project.

It will be important to ensure that the tourism, marketing and economic development teams within each of the LGAs understands the value of the project and is committed to working together to achieve the common goal.

Tourism Operators

Without high quality professional tourism operators in place it will be difficult to ensure that there are clear and bookable experiences for the visitor to undertake. It will be important to ensure that there are drivers in the business community to support the tourism businesses and to provide business leadership and engagement.

Regional Business Communities

The visitor experience goes beyond the tourism sector and will include retail and other businesses in the various towns throughout the region. These businesses will act as ambassadors for the experience and must be fully engaged in the experience development and promotions.

Tourism WA

Tourism WA is focusing on intrastate tourism for the first time and is drawing on significant resources to encourage Western Australians to “Wander out Yonder”. Being a part of this campaign and future activities being undertaken by Tourism WA will be imperative for future success and sustainability. It is much easier for Tourism WA to work with regions and locations that are working together and have high quality resources and assets to share to make it simpler to inspire people to travel both now and into the future when the borders reopen. Tourism WA is currently undertaking workshops in the regions and it will be important to be involved as much as possible.

Destination Perth

DP is the Regional Tourism Organisation that looks after the Perth Hills and Peel regions. While they have limited resources, they are keen to work with the project to assist with guidance on asset development, they can provide some assistance around the storage and housing of images and may be able to assist in guiding and mentoring any officer that is working on the promotion of the experiences.

Australia’s South West

ASW is leading on the management of the South West Edge project and also covers Harvey. It will be important to work with ASW on the development of resources to identify gaps and opportunities. There may also be opportunities to link with the South West Edge to provide side experiences and alternative routes during longer breaks in the region.

Bunbury Geographe Tourism Association

BunGeo is the local tourism organisation that looks after Harvey and would be open to working with the project to promote experiences that link into the region. The region is keen to explore the creation of a range of trails and experience focusing on the region’s strength including food, produce and farm experiences.

City of Armadale

The South Western Highway starts at Armadale, so it makes sense to consider including Armadale in the project as a starting point and a potential distributor of collateral. The City of Armadale is open to being involved in the project.

Other Tourism Organisations and Shires

One of the key challenges currently facing all destinations in WA is the ability to entice Perth visitors to explore new places and be open to the experiences that are offered across the state. This is a unique opportunity to attract a market that is often seeking the fastest way to the South West and home again. Engaging them in the options available by taking an alternative route will allow the benefits of tourism to be spread to new destinations. In addition, there is an opportunity for each of the regions to work together to encourage visitors to explore further creating a network of linked but distinct visitor experiences.

Potential Sponsors

Funding and resources are always a challenge to find against competing priorities. One solution would be to explore the possibility of attracting private sector sponsorship for various elements of the project. Alcoa and the RAC are two organisations that may be interested in being involved in the project either as a good corporate citizen or to leverage their tourism credentials.

Infrastructure Requirements

Route Starting Point

It is recommended that the route starts in Armadale as this is where the South Western Highway begins. A trail head or orientation map could be located at the Armadale Visitor Centre providing an overview of the route and information about the experiences available along the trail. The orientation signage would also direct visitors to the mobile friendly website that would allow them to create their own adventure.

Visitor Centres and Visitor Information Points

There are physical information centres in Armadale, Dwellingup, Pinjarra, Waroona and Harvey. Armadale is solely a visitor centre providing information and booking services. The Dwellingup centre is new and will have a strong link to the Adventure Trails around the town and will be focused on cycling and trails. Pinjarra is an information point attached to the Murray Districts Art and Craft Society's retail space. Waroona has a gallery attached. Harvey has the historic Stirling's Cottage, links to May Gibbs and a substantial garden open to the public. There is no visitor centre in Serpentine Jarrahdale.

While it is important to have good access to information it may not be so important to have a physical visitor centre to achieve that. Physical infrastructure is costly to develop and staff and is unlikely to be financially sustainable in the long term.

It is anticipated that the core markets being targeted will have already researched the destination before they leave home so they will have already identified what they are going to do. In addition, intrastate visitors do not tend to use visitor centres as they believe that they are for tourists and they see themselves as locals. It is likely to be a while before interstate and international visitors return to WA, but they are also usually in relatively small numbers and as such would not be sufficient to make the visitor centre viable.

Rather than build a visitor centre providing a range of orientation points may be a better approach. These would provide some information about the place they are located in, a map detailing the whole route and where the visitor is currently located, a call to action to visit the mobile friendly website and hero experiences nearby.

It is important not to create too much visual clutter with signage, however, there needs to be sufficient to give the visitor comfort that they are still on track. Where visitor centres already exist these should act as the orientation points with a standard set of branded signs being erected or installed at each with the information outlined above.

For the Shire of Serpentine Jarrahdale a number of locations were explored.

- Tonkin Highway Extension. It is anticipated that the Tonkin Highway extension will meet the South Western Highway between Watkins Road and Shanley Road. This is not recommended as an information point as traffic will be keen to move on to their destination and this location should be kept as clear as possible. A Highway 20 market should be positioned on the roadside north and south of this junction.
- Turner Cottage at the junction of Karnup Road and South Western Highway is not suitable as a location for signage due to the tight entry close to the main road. Large vehicles and vehicles towing caravans would struggle to enter coming along Karnup road from the Freeway and traffic coming from South Western Highway could cause congestion trying to turn in. The site is also hidden from the main road. It is suggested that consideration be given to putting in an information point at the Serpentine Falls Roadhouse. This is an easy site to access and the Falls are a highlight of the region.

- Whitby Falls Inn site may also be worth exploring. The business is currently closed but the pull off is relatively easy and safe and could be further developed.
- It is recommended that any visitor information be located on the South Western Highway and not in town areas off the highway.

Signage



It is recommended that signage be kept to a minimum due to the ongoing management, maintenance and repair implications. High level signage stating Highway 20 should be positioned along the route at regular intervals. These markers could potentially be attached to existing signage such as welcome statements, Peel regional signage or town welcome signs. This will reduce the cost of sign development and minimise the additional visual clutter.

Participating businesses could be given a decal with the Highway 20 brand to put on their websites and on windows or doors to show they are linked with the route.

RV Dumps and Rest Stops

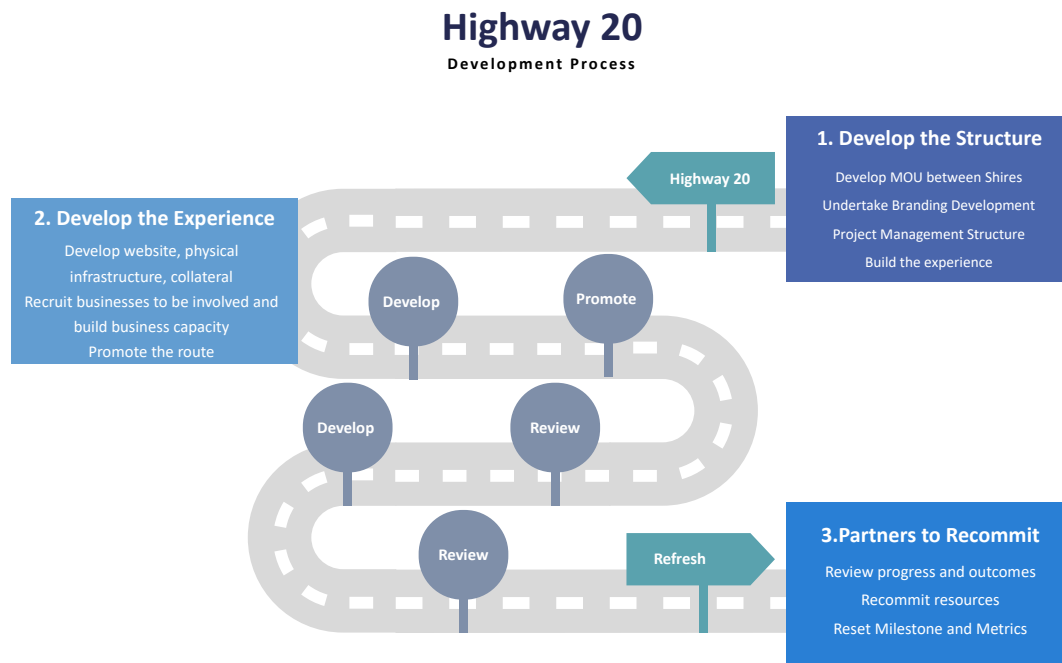
Putting locations on the outskirts of towns does not encourage visitors to stop and explore and can result in illegal rubbish dumping and human waste being left. RV Dump points should be in or close to the centre of towns and near visitor centres if possible.

This will enable the town to benefit from the additional visitors. Information at these points should include a map identifying the route, where they are on the route and a link to the website to encourage them to experience more. One of the biggest challenges is ensuring that there is appropriate parking for caravans and larger vehicles.

Interpretive signage could be included in rest stops along the route to let travellers know where they are in the context of the whole route as well as a brief story about each Shire and points of interest nearby. The signage should also include a call to action to visit the website. The use of QR codes could also be explored.

Once interstate and international visitors return, thought should be given to providing free WiFi access at these locations potentially linked to the Highway 20 mobile friendly website.

Management and Governance

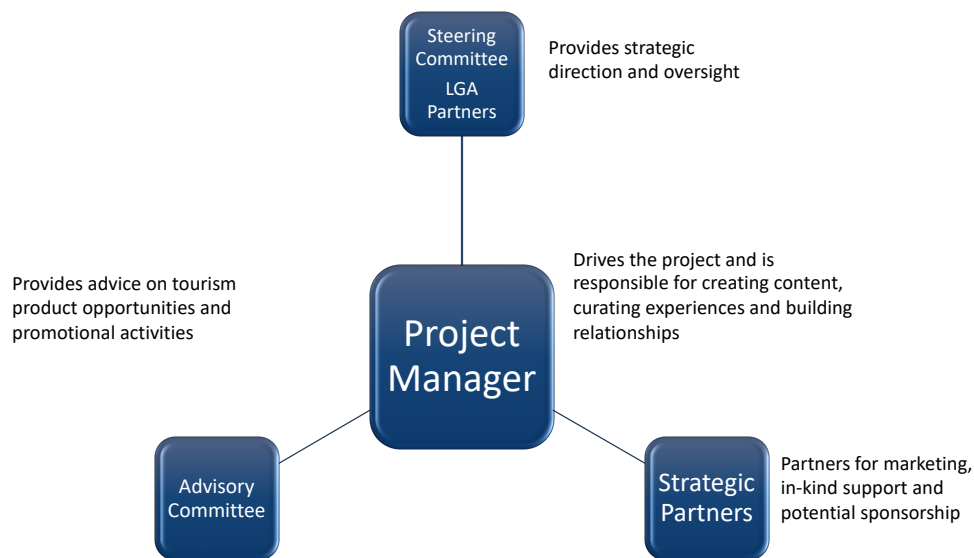


This is likely to be a long-term commitment on the part of the LGAs involved and will require a significant level of dedicated resources to ensure long term success. The broad process is outlined above.

1. Develop the Structure.

- Develop an MOU agreeing to resources, timeframes, roles and responsibilities and desired outcomes and outputs.
- Undertake a branding workshop to assist in setting goals and creating a unique brand to guide marketing activities
- Engage a project manager. There are three options for achieving this.
 - One of the LGAs employs a project officer and all LGAs contribute to the costs;
 - A contractor is engaged for a set period of time with measurable outcomes. This contractor could be housed within one of the Shires or with Destination Perth.
 - Contract an external company to develop and deliver the project over a specified period, for a specific budget with clear and measurable outcomes.
- Set up the project management structure. It is suggested that the structure in place for the BunGeo tourism organisation could be a good one to replicate.
 - A Steering committee made up of the LGA CEOs would set the strategic direction and would meet twice a year to review progress and set goals.
 - The project manager would be responsible for day to day delivery of the project, building relationships, building business capacity and creating and delivering the marketing plan.
 - An advisory committee made up of tourism and economic development experts would advise the project manager and provide advice and act as ambassadors for the project. The group would include tourism, marketing and economic development officers from the LGAs, visitor centre managers, key tourism operators across the region.

- Relationships will be built with strategic partners to enhance project delivery. These will include the RTO CEOs and Marketing Managers, potential sponsors,
- Build the experience
 - Project Manager to work with the industry and advisory committee to develop a range of experiences that can be quickly developed and promoted to attract the target markets.
 - Experience development will be an ongoing process to ensure that the trails remains fresh and engaging.
 - The model used to develop the South West Edge provides excellent guidance for the development of this experience.



2. Strategic Direction

The first step is to agree a strategic vision for the route, the roles and responsibilities of the partners and the level of commitment from each. This work could potentially be facilitated through the branding process. Part of this process should include an identification of the resources available for management and marketing and the desired timeframes and review milestones.

- **Branding Blueprint and Logo Design**

A branding blueprint should be developed to set clear understanding of the core rationale for developing the route, the key objectives, the brand personality and core experiences. This will then inform the development of logos, collateral and promotional tools such as the website.

- **Engage Project Management Personnel**

Dedicated project management staff will be required to develop, manage and market this route. Without a dedicated resource the project will founder as was seen in the initial iteration of this trail. The project manager should have clear KPIs and metrics to review the project. The project manager will need to be able to deliver the following:

- Develop a marketing and product development plan.
- Work with a steering committee to develop product ideas and itineraries.
- Work with the operators to develop experiences and build tourism business capacity.
- Implement the marketing plan through a range of media including traditional, social, digital.
- Measure and review performance of marketing and product development activities.

Investment

Funding will have to be allocated for the life of the project with a regular review. To have any impact on awareness and visitation a time horizon of between 3-5 years is the minimum, however progress should be reviewed annually, and the strategy revisited at the end of year 3.

The costs quoted below are estimates and final costs will depend on the level of marketing undertaken, the assets developed and the way in which the project manager is employed. There are a range of options for employing someone undertake the delivery of the project manager each with their own pros and cons.

Option	Costs (Ex GST)
Employ a full or part time project officer located at one of the LGA's offices at a level 6 or 7	\$71,531 – \$81,409 + 35% on costs
Engage a contractor, part time, located at the Destination Perth Offices. Set Days set outputs	\$71,531 – \$81,409 + 35% on costs
Engage a consultant to set up the project	\$150 per Hour
Engage a consultant to deliver set activities	\$70 per hour
The role would include development and implementation of a marketing strategy and communications plan, development of key relationships, servicing the steering and action committees, curating experiences and working with the industry to increase capability and capacity.	
Item	Cost (Ex GST)
Branding and Strategic Direction	\$15,000
Style Guide and Logos	\$14,500
Marketing Plan	\$6,000
Digital Assets – initial investment	\$150,000
Digital Assets ongoing investment	Can spread this cost over a number of years
Website Development	\$40,000
Software licenses e.g. My Tour or Alpaca	\$20,000
Marketing Campaign Spend including cooperative marketing with Destination Perth, ASW and Tourism WA Can reduce some of the costs by partnering with ASW and DP to deliver some of the marketing campaign activity.	\$80,000 - \$100,000
Operational Budget	\$50,000
Capacity Building – in partnership with Tourism WA, TCWA and SNDC Can undertake some of this work in house depending on the skills and capacity of the project manager.	\$50,000 per annum
Signage 10 Signs at \$1,500 + GST	15,000

Next Steps



Year One: Set Up

Ensuring that the project is set up properly will be vital to its long-term success. Creating a strong brand, agreeing themes, roles and outcomes will set a strong foundation for the project. Once the planning and branding has been done marketing activity can begin. This can be done before the project manager is engaged by working with a consultant to start building profile in the short term in line with the branding and project objectives. Data benchmarks should be identified to enable the tracking of the project's success

Year Two: Growth

Once all of the components are in place the project can be driven forward and the project officer can work with the industry and the advisory committee to grow the product offer and build industry capacity. Creating collateral and assets and undertaking promotional activities. Working in partnership with RTOs and Tourism WA and other regional partners.

Year Three: Consolidation

There should be a critical mass of product experiences and marketing assets and collateral in place and marketing activities will be regular and consistent. Impact and effectiveness of the project should be measured and reviewed.

Year Four: Review and revitalisation

It should be clear if the project is starting to have impacts on increasing awareness of the region. Increased visitation should lead to increased economic activity. The project should be reviewed with a view to renewing commitments or ending investment.

Conclusion

While the Harvest Highway concept had merit it was perhaps ahead of its time in the promotion of food and agri-tourism. It was also too long a route and lacked agreement amongst the stakeholders about the level of input and promotion required.

One of the major challenges for the tourism industry in the region is that there is a relatively small number of full-time professional tourism businesses and a need for a significant level of business and industry support. It is also unlikely that businesses will have funds in the short term to contribute towards marketing activities. In addition, many of the attractions are free natural experiences such as walking, mountain biking or spending time in nature. With this in mind the costs are going to fall to the LGA stakeholders unless sponsorship funds can be sourced.

It is relatively easy to “create” a long-distance route as evidenced by the first iteration of the Highway 20 project, however, without consistent resourcing and support it cannot hope to have an impact. Creating a long-distance trail requires clear goals, long-term commitment and consistent delivery. If this is not possible to lock in place at the beginning of the project, it is probably better not to start. An alternative may be to put resources into cooperative marketing activities with organisations such as the RTOs and Tourism WA.



6 December 2016

Dale Burton
Manager of Building Services
PO Box 21
PINJARRA WA 6208

Dear Dale

DISABILITY ACCESS REVIEW of PINJARRA CRICKET CLUB, ROE AVENUE, SIR ROSS MCLARTY OVAL PINJARRA

Thank you for the opportunity to meet Mark Moody from the Pinjarra Cricket Club onsite on 5th December 2016 and undertake a review of potential access barriers for people with disabilities to the above premises.

Summary of details

Project:	A double storey building used by the Pinjarra Cricket Club built circa 1980's.
Building Class	Assumed Class 9b
Total floor area:	Approximately 200m ²
Date of site assessment:	5 December 2016
Drawings assessed:	- Floor plans, Elevations, Section Drawing AE02

Intent of review

The following report has been prepared based on the disability access audit of the Pinjarra Cricket Club.

The assessment undertaken when preparing this report has considered all areas that are mandatory under legislation, to meet the access requirements of people with disabilities including external access, car parking, entrances, internal accessways, doorways and circulation space, vertical access including stairs, lifts and ramps, statutory signage, application of tactile ground surface indicators, glazing and application of luminance contrast requirements and accessible sanitary facilities.

Legislative Compliance

Where the elements of the built environment comply with the below mentioned Premises Standard and referenced Australian Standards on access and mobility, this has been noted in the body of the report.

Further, the report outlines where elements of the building do not meet requirements of mandatory codes and standards and reference has been made to meeting the intent of the DDA.

Recommendations are made to address the above and to support these recommendations reference is made to the appropriate documents:

Disability (Access to Premises – Buildings) Standard 2010 (*the **Access Code of the Premises Standard***) National Construction Code Series Volume One. Building Code of Australia 2016 Class 2 to Class 9 Buildings (**BCA 2016**)

AS1428.1 2001 – Design for Access and Mobility – General Requirements for Access – New Building Works (**AS1428.1 2001**) (*superseded*)

AS1428.1 2009 Design for Access and Mobility – General Requirements for Access – New Building Works (**AS1428.1 2009**)

AS1428.4.1 2009 Design for Access and Mobility – Means to assist the orientation of people with a vision impairment - Tactile ground surface indicators (**AS1428.4.1 2009**)

AS2890.6 2009 Parking Facilities – Off-street parking for people with disabilities (**AS2890.6 2009**)

AS1735.12, 1999 Lifts, escalators and moving walks – Facilities for persons with disabilities (**AS1735.12 1999**)

Intent of the Disability Discrimination Act 1992 (**DDA**)

AS1428.2 1992 Design for Access and Mobility – Enhanced and Additional Requirements – Buildings and Facilities (**AS1428.2 1992**)

Exempt areas

Areas considered exempt for provision of access for people with disabilities and not considered as part of this disability access audit were those spaces generally considered where access would be

inappropriate because of the purpose for which the area is used or an area that would pose a health or safety risk for people with a disability. Areas considered exempt for the purpose of this report are:

- Stores x 2
- Back of house (bar)

Assumptions

This report addresses issues apparent at the time of the site assessment and recommendations and advice is reflective of the information gained from the Mark Moody, Pinjarra Cricket Club representative, in regards to the nature of services offered and intended use of the building. Broad assumptions made are as follows:

- Only members of the Pinjarra Cricket Club are admitted to the first floor club rooms.
- The room on the first floor is not hired out to external parties.
- The room on the first floor is not used by Pinjarra Cricket Club members for any activities unrelated to cricket eg activities such as 21st celebrations/ parties for cricket members and the like.

Accessible parking

1. Accessible parking

1.1 No accessible parking has been provided. The parking area for all users is unsealed/ unmarked gravel where members park in an informal way.



Recommendation

Provide an accessible parking bay with a shared area which meets AS2890.6 2009 requirements. The logical placement of this bay appears to be next to the existing tree. A kerb ramp with flat landing at the top would need to be provided in order to link the bay to a created accessible path of travel to the building.

AS2890.6 2009 & AS1428.1 2009 Clause 10.3 &10.8

External access

2. Accessible path of travel from car park to building

2.1 No accessible path of travel has been provided to the building. The path of travel on all sides is via a steep grassed rise with a gradient of approximately 1:5 at the steepest point and 1:9 at the shallowest point.



Recommendation

Provide an accessible path of travel from the newly created accessible parking bay to the concrete path around the building. This will require the following to be designed and constructed:

- *A hard surface pathway with a minimum width of 1000mm (1200mm recommended), complying with the requirements for ground surfaces on an accessible path of travel.*

Provision must be made for turning and passing spaces on the path of travel, regardless of whether a walkway or ramp is constructed; and

- *Gradients on the pathway to ideally not exceed 1:20 as this will meet the requirements for a walkway with no requirements for ramp furnishings such as handrails, kerb rail, TGSIs and the like.*

Should a ramp be required ensure that:

- *There is a consistent gradient no steeper than 1:14 with flat landings every 9 metres (where the gradient is 1:14);*
- *Handrails are installed to both sides, designed, manufactured and installed in accordance with AS1428.1 2009 10.3(e) and 12 & Figure 14, extending a minimum of 300mm horizontally past the transition point at the top and base of the ramp;*
- *The width between the handrails is to be no less than 1000mm;*
- *A flat midway landing is provided at the top and base, dimensioned in accordance with AS1428.1 2009 Clause 10.8.1 and Figure 25(A), that is 1200mm in length;*
- *Where a change in direction is required, a flat midway landing dimensioned in accordance with AS1428.1 2009 Clause 10.8.1 and Figure 25(B), that is 1500x1500mm to allow a 90° turn (the internal corner can be truncated for a minimum of 500mm in both directions as the ramp width is less than 1500mm);*
- *There is a kerb rail or kerb edge designed, manufactured and installed in accordance with AS1428.1 2009 Clause 10.3(i) & (j);*
- *600 – 800mm deep warning style tactile ground surface indicators are installed at the top and base, set back 300mm from the change in angle between the ground and ramp surface. The warning TGSIs are to be installed in the necessary luminance contrast to the surface onto which they are set, according the TGSi type (integrated tile, discrete or composite).*

Premises Standard D3.3

AS1428.1 2009 Clauses 6.4, 7 and 10

AS1428.4.1 2009 Clauses 2.2, 2.3.1 to 2.3.3

3. Concrete path surrounding the building

3.1 A concrete path is provided along the rear and sides of the building leading to the covered verandah. The path provides access to the Umpires Change Room and Male and Female toilet blocks at the rear of the building. As the path is 2000mm wide there is sufficient space for a person using a wheelchair to turn into the above facilities, should they be accessible.

The paths along the side of the building have the following non-compliant issues:

- Whilst the width of the path (to the stairs) is 1300mm a moveable bin encroaches into this space on one side of the building; and
- The path adjacent the stairway is 670mm wide on one side of the building and 860mm on the other side, where a minimal width of 1000mm is required.



Recommendation

Widen the path on one side of the building for the entire length to a minimum of 1000mm (1200mm preferred). Should the path be curved a minimum width of 1500mm is required, or, where a 90° change of direction is required ensure that a circulation space of 1500x1500mm is provided. Should it be required provide signage identifying the accessible path of travel.

AS1428.1 2009 Clause 10.2

4. Entrance doors

- 4.1 The entrance door to the Umpires Change Room is 750mm where a minimal clear open width of 850mm is required.
- 4.2 Entrance into the Home and Visitors Change Rooms is via doors that provide 800mm clear open space. This dimension does not meet the requirements of the current AS1428.1 2009.
- 4.3 The door locking devices and 'D' style door handles are installed too high.

4.4



Recommendation

- *To meet the current requirements widen all entrance doors, required to be accessible, to provide a minimum of 850mm clear open space.*

AS1428.1 2009 Clause 13.2

- *Ensure that the new doors have locking devices and door handles that comply with the design and location requirements of AS1428.1 2009.*

AS1428.1 2009 Clauses 13.5.2 and 13.5.3

- *Ensure that new doors are identifiable by the application of luminance contrast treatment between for example the door leaf and door jamb or door leaf and the adjacent wall. To be effective, the luminance contrast treatment must be a minimum of 50mm wide.*

AS1428.1 2009 Clause 13.1

4.5 The canteen is not currently in use and should it be reinstated it is unknown who the users may be. Should it be classed a commercial kitchen no remedial work will be required. The door to the outside is surrounded by a lockable security 'cage' and on the day of the audit the cage was not unlocked and access to the canteen was not available. The width of the door into the Canteen was not therefore assessed.

The kiosk servery that opens onto the wide covered verandah has the counter set at 1040mm above ground level. This height meets the needs of most customers purchasing snacks at a servery in a community facility.

- The cage door is 780mm wide with a bolt lock that could not be operated with one hand and there is a metal lip at the base of the cage door; and
- The edge of the cage encroaches into the required latch side clearance of the Canteen door.



Recommendation

To meet the current requirements:

- *Remove or remodel the security cage to provide a level threshold;*
- *Ensure that both the security cage door and the door into the Canteen provide a minimum of 850mm clear open space;*
- *Ensure that all door controls meet the design and location requirements of AS1428.1 2009.*
- *Relocate the security cage wall, adjacent to the latch side of the door to provide a minimum of 530mm latch side clearance.*

AS1428.1 2009 Clauses 13.2, 13.5.2 and 3

AS1428.1 Figure 31

The Shire or Murray may seek to provide accessible canteen and kiosk facility should this canteen be reinstated. The following guidelines incorporate the principles of adaptable and universal design for kitchens and include features to suit people of all ages and abilities:

- *Clear open width of the kitchen entrance door meet 850mm as per AS1428.1 2009 Clause 13.2.*
- *Internal and external door circulation space as per AS1428.1 2009 Clause 13.3 and the appropriate Figures 31.*
- *A minimum of 1540mm between benches for a length no less than 2070mm (AS1428.1 2009 Clause 6.5.3), this will allow a wheelchair user to make a 180° turn within the space.*

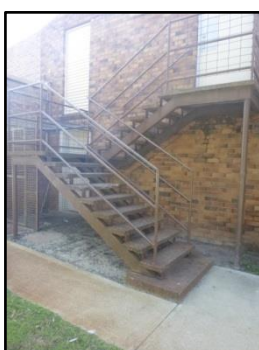
- *A two-sided kitchen with the option of additional work benches and the like will enhance flexibility of the space. Provision of a (moveable) height adjustable work bench further enhances amenity and flexibility of the space.*
- *A kitchen bench with at least one accessible work surface 800mm in length, either adjustable in height from 750mm – 900mm or fixed 850 – 870mm high. Work surface to be clear underneath with no impediment to knee or wheelchair footplate.*
- *Kitchen sink bowl maximum 150mm deep with an 800mm wide accessible work surface as described above, alongside.*
- *Lever tap, positioned ideally to the side of the sink and within 300mm of the front of the bench.*
- *Cooktops to include side or front controls with raised cross bars and an isolating switch with an 800mm wide accessible work surface as described above, alongside, at the same height.*
- *If specified, locate the microwave within cabinetry unit so that the plate aligns with bench height, with the door opening towards the bench, to enable items to be transferred from the appliance directly to the bench. A similar strategy could be applied to a wall oven if one is installed – this would necessitate specification of a side-opening oven.*
- *Specify D handles (or easy to use mechanism such as a touch latch) on cupboard doors. Specify a horizontal D handle to the base of overhead cupboards.*
- *Minimum of one double GPO within 300mm of the front of the work surface, e.g. on a return wall.*
- *Horizontal and vertical surfaces that differ in luminance contrast to provide a visual cue to assist a person with a vision impairment.*
- *Slip resistant flooring.*

DDA

5. Vertical access

5.1 The external stairways provided on both sides of the building lead to a large upper level Social Area, currently utilised exclusively by the cricket club. The stairways do not meet the requirements of AS1428.1. Barriers include:

- Opaque /open risers;
- Risers with inconsistent heights ranging from 150 – 160mm;
- Treads 270mm deep;
- Handrails do not continue to the bottom step and do not meet the requirements for horizontal extensions past the bottom risers;
- Handrails that are not continuous through the midway landing, and
- Adequate hazard markings have not been provided on the nosing of each step.



Recommendation

To meet the current requirements replace stairways ensuring that the new stairways are designed and constructed with the following features:

- *Opaque risers of a consistent height;*
- *Handrails on both sides of the stairs designed/ manufactured and installed in accordance with AS1428.1 2009 Clause 12;*
- *600-800mm deep warning style tactile ground surface indicators installed at the top and base of the stairway, set back 300mm from the closest riser and installed in the necessary luminance contrast to the surface onto which they are set, according the TGSi type (integrated tile, discrete or composite); and*
- *A colour contrasting warning strip 50 - 75mm deep, on the tread of each step, installed the full width of the step and in not less than 30% luminance contrast to the adjacent surface.*

AS1428.1 2009 Clause 11

AS1428.4.1 2009 Clause 2.2, 2.3.1 to 2.3.3

Handrails are to be:

- *Installed 865mm - 1000mm above the nosing of the tread or plane of the finished floor;*
- *30mm - 50mm in diameter with a circular cross section;*
- *Installed with a clearance of at least 50mm to any adjacent surface and a clearance above the handrail not less than 600mm;*
- *Manufactured and installed so that the top 270° is free for the hand to move along;*
- *Continued in the horizontal plane for a minimum of 300mm past the top step;*
- *Continued for one tread width, then 300mm in the horizontal plane past the bottom step;*
- *Turned under 180 degrees or returned to the wall or a post and not encroaching into circulation spaces.*

AS1428.1 2009 Clauses 11.2 & 12 & associated figures

5.2 Access for people unable to negotiate stairs has not been provided.

Recommendation

To enable people unable to navigate a stairway access the First Floor, a lift will be required. Install the lift in a suitable and safe location, ensuring that it meets all of the requirements of Part E3 of the Premises Standard.

6. First Floor

The first floor Social Area is a large open space with an open kitchen at one end and a bar at the other end. Circulation space within the kitchen meets the requirements and the back of house section of the bar is considered to be exempt due the nature of the work to be undertaken.

Recommendation

Should a suitable lift be installed give consideration to upgrading the kitchen to provide an accessible facility as recommended in Point 4.4 of this report.

7. Sanitary facilities

Public male and female toilets are available at the rear of the building. These are kept open at all times and available to members of the public.

Home and Visitor Change Rooms, inside the building, have toilets and showers available for players.

There are no unisex accessible toilets, showers or toilets suitable for people with ambulant disabilities at this sporting facility.

There are currently no toilets available on the First Floor.

Recommendation

- *Provide one unisex accessible shower and toilet on the ground floor that can be made available to all. In order to provide an equitable arrangement for people who require the use of an accessible sanitary facility, it would be necessary to design and construct a facility that can be accessed from inside the building, i.e. Visitor and Home Change Rooms with the internal door/s locked when the building is locked. Ensure that all entrances and doorways meet the circulation space requirements of AS1428.1 2009. Access must also be provided from outside of the building, with this entrance kept open at all times for use by members of the public.*
Ensure that the unisex accessible toilet and shower facility meets all of the requirements of the Premises Standard and AS1428.1 2009 Clause 15 and requirements for mandatory identification signage.
- *Should a lift and a toilet be installed on the First Floor, then the toilet must be suitable for people with disabilities and meet all of the requirements of the Premises Standard and AS1428.1 2009 Clause 15.*
- *Should the male and female sanitary facilities be upgraded or replaced to such an extent that an application for building approval is required, then male and female toilet blocks must provide a toilet cubicle suitable for people with ambulant disabilities in compliance with AS1428.1 2009 Clause 16.*

8. Signage

Male and female toilets do not display mandatory identification signs.

Recommendation

Replace the male and female identification signage with information in text and Braille and tactile formats, with the appropriate internationally recognised symbols (male and female) and colour treatment as required to identify a toilet. The signs are to be installed on the wall on the latch (handle) side of the door, 1200-1600mm high, with the leading edge of the sign located between 50 and 300mm from the architrave. The signs are to be installed so that the Braille is at a height of 1250 - 1350mm.

Access Code Clause D3.6 & Part D4

AS1428.1 2009 Clause 8

Should you require any further information I would be pleased to assist.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Judi Donald', written in a cursive style.

Judi Donald for O'Brien Harrop Access
Occupational Therapist BSc(OT)
Associate member ACAA No. 481

The use of this report for any other purpose, project or future change of building use without further assessment or certification by O'Brien Harrop Access will invalidate the content of this report.

Ref:
Enquiries: Marlene Renton (9555 5522)

29 July 2020

Ms Jess Spargo
President
Pinjarra Cricket Club
PO Box 396
Pinjarra WA 6208

Dear Jess

Pinjarra Cricket Club Lease Expiry at George Beacham Pavilion (Portion of Reserve 5170)

The Pinjarra Cricket Club (the Club) lease at George Beacham Pavilion expires on the 2 September 2020. Under the current lease there is no option for a further term and therefore a new lease is required.

Prior to consideration and the negotiation of a new lease agreement, the Shire would like to highlight a range of factors that will require further consideration and discussion. These factors are covered below.

Disability Access

The Shire is committed to ensuring that our community is accessible to, and inclusive of, all people with a disability, their families and carers. This means providing an open and welcoming environment in which functions, facilities and services provide people with a disability with the same opportunities, rights and responsibilities as other people in the community. This is reflected in the Shires 'Disability Access and Inclusion Plan 2018 – 2022'.

The George Beacham Pavilion is 45 years old and as a result does not currently meet sections of the *Disability Discrimination Act AS1428.2. 1992 Design for Access and Mobility*.

In December 2016, the Shire engaged disability access consultants 'O'Brien Harrop Access' to conduct a disability access review of the Pinjarra Cricket Club premises. The purpose was to identify potential access barriers for people with disabilities to the premises. The report considered all areas that are mandatory under legislation and found over 20 issues. Ten subsequent recommendations were identified for implementation to enable the building to comply with legislation. The consultant report provided to the Club in 2017 is attached for ease of reference.

In response to the access review, the Shire, in conjunction with the Club, developed a Management Plan (the Plan) which is also attached. The purpose of the Plan was to prioritise and cost the works required to make the building compliant, and secure commitment from both

the Shire and Club to complete the works by 2020. Unfortunately, due to a range of factors the Plan remains in draft, and most of the works have not been completed.

The review found that access for people unable to negotiate stairs had not been provided, and recommended the installation of a lift. In the Plan this was part of the last stage and subject to the development of a master plan confirming the building (George Beacham Pavilion) is to remain in place.

Sir Ross McLarty Sports Precinct Master Plan (2014) Review

The Sir Ross McLarty Sports Precinct Master Plan (the Master Plan) was endorsed by Council in 2014. Since this time two major infrastructure projects have been completed which are the Pinjarra Recreation and Bowling Club facility and Sir Ross McLarty Oval 3. It is therefore timely to review the Master Plan, and to specifically investigate the future facility options for the Club.

Ongoing Commitment to Pinjarra Cricket Club

It should be noted that the Shire continues to support the growth of cricket, and will be installing a synthetic centre wicket and a 3 bay practice net facility on SRMO3 in January 2021, thereby enabling the Club to train and play all matches at the Sir Ross McLarty Sports Precinct. The Shire has also completed planning for a new pavilion to service SRMO3 and has committed capital funds for construction in the next two years subject to successful grant applications. It will provide changerooms, toilets, storage, shelter and a kiosk for the Club to use.

Given the range of considerations above, the Shire's Coordinator of Sport & Recreation (Marlene Renton) will be in contact in early September to organise a meeting to discuss facility options and a proposed lease arrangement that is agreeable to both the Club and the Shire for consideration by Council.

The Shire is excited about the ongoing progression of the Sir Ross McLarty Sports Precinct into a vibrant, contemporary, safe and accessible district sports facility and are committed to working with the Club to create a clear vision for your future at the Precinct.

Yours sincerely



Dean Unsworth
Chief Executive Officer

Enclosed Disability Access Review of Pinjarra Cricket Club Premises
Draft Management Plan

**GEORGE BEACHAM PAVILION MANAGEMENT PLAN
IMPLEMENTATION OF DISABILITY ACCESS REVIEW**

DRAFT

September 2020



1.0 Introduction

The Shire of Murray owns and manages the George Beacham Pavilion located on Reserve 5170 Lot 3001 Dixon Avenue Pinjarra. The first floor is leased to the Pinjarra Cricket Club.

In 2016 the Shire and the Pinjarra Cricket Club engaged Occupational Therapists and Disability Access Consultants, O'Brien Harrop Access, to complete a Disability Access Review (the Review) of the George Beacham Pavilion in response to the pending installation of a Universally Accessible Toilet by the Club in the first floor of the George Beacham Pavilion. The Review provided 17 Recommendations and related works required to bring the Pavilion up to standard.

The UAT was installed in 2017 by the Club and triggered the requirement for the Pavilion to meet current legislative requirements of the Building Code of Australia 2016 and the Disability Standards 2010.

2.0 Purpose

The purpose of this plan is to outline required works to bring the building into compliance with legislative requirements, demonstrate the proposed staging of these works and provide a commitment from both the Shire of Murray and the Pinjarra Cricket Club for the completion of works.

2.1 Goals and Objectives

The Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets by purchase, contract, construction by council staff and by donation of assets constructed by developers and others to meet increased demand.

Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Taking a life cycle approach,
- Developing cost-effective management strategies for the long term,
- Providing a defined level of service and monitoring performance,
- Understanding and meeting the demands of growth through demand management and infrastructure investment,
- Managing risks associated with asset failures,
- Sustainable use of physical resource,

This plan is designed to manage the delivery of upgrades, including the financial planning, for the George Beacham Pavilion. Consideration has been given to the following:

- Level of service
- Community benefits
- Overall community value of asset ownership
- Risk Implications
- Statutory Obligations



3.0 Legislative Requirements

The relevant legislation governing building operations include:

Legislation	Requirement
Local Government Act 1995	Sets out the role, purpose, responsibilities and powers of local governments.
Building Code of Australia 2016	Code of Practice relevant for all building design and construction
Australian Standards and Codes of Practice	Referenced in the Building Code of Australia. Covers a cast range of building construction and management.
Disability Discrimination Act 1992	To ensure that persons with disabilities have the same rights as the rest of the community (including access to premises).
Environment Protection Act 1986	Regulations regarding noise, sustainability, land fill, stormwater and groundwater resources.
Heritage Act of WA 1990	Protection of historic buildings, structures and precincts.
Occupational Health & Safety Act 1984	Provide a work environment that is safe and as far as practicable without risk to health.
Planning & Development Act 2005	Defines the land use and zoning in relation to building infrastructure

4.0 Management Strategies

This plan proposes the following strategies be put in place.

- The creation of set milestones or stages to complete works in accordance with the recommendations of the Disability Access Review Report.
- The Club is to only hold small events at the Pavilion with large events to be held at alternative venues.
- Club members only able to access the first floor.
- The Pavilion not available to club members for private functions.
- The Pavilion first floor is not available for hire to third parties.
- Shire is to actively source funding opportunities for the upgrades.
- The club is to develop a communication plan for members regarding the need for and the process required to make the building compliant.
- The Club is to develop a process to handle any complaints that may arise from members.
- Shire to review the Sir Ross McLarty Sports Precinct Master Plan to determine the long term need for the building.

5.0 Schedule of Works and Costs

Financial forecast models assist in predicting the future financial requirements based upon the presumption that the proposed works are to occur as per schedule.

This section presents a forecast financial summary for the next 4 years based on identified assumptions and trends. It is anticipated that the financial summary will be reviewed annually and continue to be refined as planning studies, strategies and increased financial analysis are completed.



Item	Audit Ref (page)	Proposed works	Year	Est cost Ex GST
1	N/A	The construction of unisex toilet facilities on the first floor, with one facility being suitable for use by a person with a disability	2017	Completed
2	4	Accessible Parking Accessible parking bay with a shared area to meet AS2890.6 2009 Note: line marking within existing carpark	2020/21	\$1,000
3	4	External Access Accessible path of travel from the newly created accessible parking bay to the concrete path around the building with gradient not to exceed 1:20. Note this will negate the requirement for ramp finishings	2020/21	\$5,000
4	5	Concrete Path Around Building Upgrade paths along the side of the Pavilion to minimum 1000mm (1200 preferred). Curved areas require 1500mm, or a 90 degree changer of direction requires circulation space of 1500x1500mm	2020/21	\$10,000
5	6	Entrance Doors Widen all entrance doors to provide minimum 850mm clear open space	2021/22	\$5,000
6	6	Ensure new doors have locking devices and handles that comply with the design and location requirements of AS1428.1 2009	2021/22	\$2,000
7	6	Ensure new doors are identifiable by the application of luminance contrast treatment as per page 6 of Audit	2021/22	\$500
8	8 & 9	Vertical Access Replace stairways to meet requirements	TBC Note 1	\$20,000
9	9	Installation of a lift to meet requirements	TBC Note 1	\$100,000
10	9	Upgrade of kitchen on first floor to meet requirements	TBC Note 1	\$10,000
11	10	Sanitary Facilities Provide one unisex accessible shower and toilet on ground floor available to public Note: refit current umpires room. New addition.	TBC Note 1	\$20,000 \$75,000
12	10	Provide one unisex accessible shower and toilet on ground floor in each of the changerooms	TBC Note 1	\$50,000
13	10	Signage As per requirements	2022/23	\$1,500
				\$ 300,000

Note 1: Items 8, 9, 10 and 11 are subject to the outcomes of the review of the Sir Ross McLarty Sports Precinct Master Plan and will only be undertaken if the Pavilion is to be retained.

Assumption has been made that the ground floor kiosk, which has not been used for many years, will not be upgraded and therefore has not been included. Relevant items in the Review are Recommendation 4.5, page 7.



6.0 Risk Management

The Shire of Murray has acknowledged that Risk Management is an integral part of its organisation. The Risk Management Policy is a statement of commitment to ensure that the interests of the community, its employees and contractors are protected by minimising loss arising from Councils activities and services.

The recognised objectives of risk management are to:

- Outline the process by which an organisation will manage risk associate with its assets, so that all risks can be identified and evaluated in a consistent manner
- Identify operational and organisational risks at a broad level
- Allocate responsibility for managing risks to specific staff to improve accountability
- Prioritise the risks to identify the highest risks that should be addressed in the short to medium term

6.1 Risk Principles & Process

The process outlined in the International Standard AS/NZS/ISO 31000:2009 as illustrated in Figure 14 below, is utilised in order for Council to achieve the objectives of risk management.

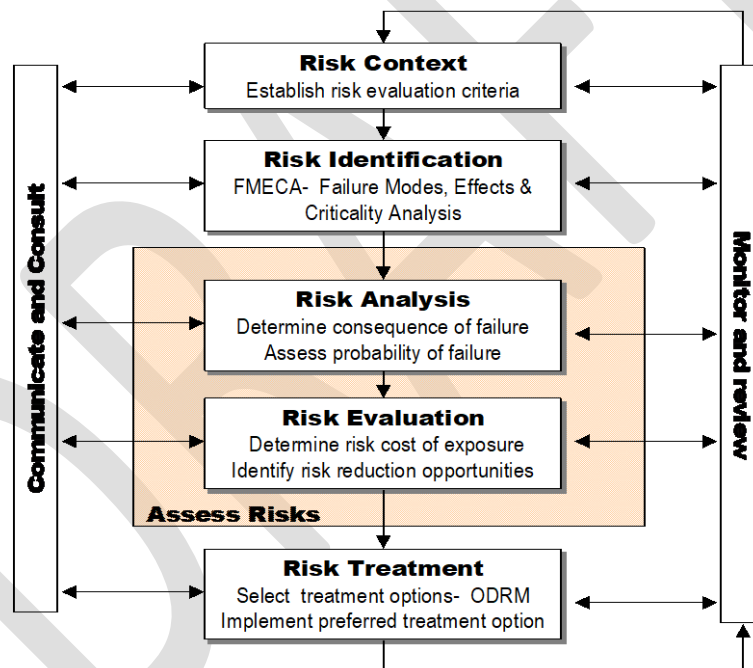


Figure 14

6.2 Risk Management Framework

The Shire of Murray has developed an organisational wide approach to risk management. This risk management framework consists of a risk management policy, a risk management strategy supported by a corporate risk register.

The framework is designed to ensure that:

- All significant operational and organisational risks are understood and identified.
- The highest risks are identified and addressed.
- Risk reduction treatments are implemented which best meet business needs.
- Responsibilities for implementing, evaluating and managing risks are allocated to specific staff and reporting regimes adopted.



6.3 Risk Assessment

The key risk management criteria relating to this plan are:

- Public health and safety
- Service provision
- Environmental and legal compliance
- Image reputation, political and public relations
- Business interruption
- Financial risk – escalating costs in deterioration
- User group accountability

Step 1: Risk Identification

As part of its operational procedures, Council undertakes a review of potential risks. Any risks identified are assessed to determine their potential impacts. The current and required controls are documented in the Corporate Risk Register. Risks within this plan can be identified from a number of resources such as:

- Reports from user groups and building occupants
- Industry information and trends
- Reports and complaints from the general public
- Information obtained from incident reports

Step 2: Risk Analysis and Evaluation

Risk analysis and evaluation follows the principles as set out by the international standards on risk management. The analysis considers both the likelihood and consequence of events and other risks. Table 1 shows Councils adopted consequence table with descriptions of the different level of impact that could result. The officer undertaking a risk assessment would select the most relevant consequence level.



Table 1 – Consequence Table

LEVEL	DESCRIPTION	FINANCIAL IMPACT	HEALTH	REPUTATION	OPERATION	ENVIRONMENT
1	Insignificant	Less than \$5,000	No injuries	Low impact, low profile, minor complaint.	Little impact – objectives still achieved with minimum extra cost or inconvenience	Little impact
2	Minor	\$5,000 to \$10,000	First aid treatment	Heightened concern by community, several complaints.	Inconvenient delays – partial achievement of objectives with some compensating action taken	Minor damage or contamination
3	Moderate	\$10,000 to \$100,000	Medical treatment	Low level local news profile.	Significant delays to major deliverables – additional costs required and or time delays to achieve objectives. Adverse impacts on KPI's and targets.	Environmental damage requiring restitution or internal cleanup
4	Major	\$100,000 to \$500,000	Death or extensive injuries	Major coverage in local media, low profile in state media.	Unable to achieve corporate objectives or statutory obligations resulting in significant visible impact on service provision such as closure of facilities	Minor Breach of legislation / significant contamination or damage requiring third party assistance
5	Catastrophic	More than \$500,000	Multiple deaths or severe permanent disablements	High state or national news profile.	Organisation unable to function.	Major breach of legislation or extensive contamination and environmental damage requiring third party intervention

The next process is to estimate the likelihood of a risk actually occurring. Table 2 shows the Shire of Murray's adopted level of likelihood.

Table 2 - Likelihood Rating Scale

LEVEL	DESCRIPTION	PROBABILITY	FREQUENCY
A	Almost Certain	Expected to occur in most circumstances	More than once per year
B	Likely	Will probably occur in most circumstances	At least once per year
C	Possible	Should occur at some time	At least once in three years.
D	Unlikely	Could occur at some time	At least once in ten years
E	Rare	May occur, only in exceptional circumstances	Less than once in fifteen years.



With the consequence and likelihood levels chosen, the risk can then be assigned a risk rating (Table 3) and actions taken as required.

Table 3 - Risk Level

			Consequence				
			Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	Almost Certain A		M	H	H	E	E
	Likely B		M	M	H	H	E
	Possible C		L	M	M	H	H
	Unlikely D		L	L	M	M	H
	Rare E		L	L	L	M	M

Table 4 – Risk Evaluation

RISK RANK	DESCRIPTOR	CRITERIA FOR RISK ACCEPTANCE	RESPONSIBILITY
LOW	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
MODERATE	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
HIGH	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to quarterly monitoring	Executive Management
EXTREME	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO



Risk Details	Risk Assessment			Treatment Strategy	Responsibility
	Likelihood	Consequence	Risk Rating		
Building remains in current condition	2	4	Moderate	1. Progress the implementation of the works identified in the Disability Access Review Report	Shire and PCC
Works not completed as per proposed schedule.	2	4	Moderate	1. Build the works into the Shires annual budget, asset management plan, and annual works plan	Shire
Funding not secured for required works.	3	4	High	1. Prioritise works against other projects 2. Do not allow the Club to occupy the premises until funds are secured	Shire
Claim made against Shire under Disability Discrimination Act 1992	3	4	High	1. Progress the implementation of the works identified in the Disability Access Review Report 2. Do not allow the Club or the general public to occupy or hire the premises	Shire
Claim made against Shire due to personal injury from non-compliance of building	2	4	Moderate	1. Progress the implementation of the works identified in the Disability Access Review Report 2. Implementation of policies in Club lease: <ul style="list-style-type: none"> - only members of the Pinjarra Cricket Club are admitted to the leased premises, - the premises are not hired out to external parties, and - the premises are not used by Pinjarra Cricket Club members for any activities unrelated to cricket such as private celebrations 3. Large Club functions held at alternate venues	Shire and PCC



Complaint made the Shire and/or the Club regarding access	3	2	Moderate	1. Develop a communications strategy	Shire and PCC
The Club cannot occupy the building	2	2	Moderate	1. Progress the implementation of the works identified in the Disability Access Review Report 2. Find an alternative interim or medium term solution such as sharing with other groups	Shire and PCC

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7.0 Funding Sources

Current funding sources available for the building assets include:

- Federal / State Government Grants
- Pinjarra Cricket Club
- Council funds
- Other

8 Monitoring & Review Procedures

The effectiveness of this plan can be measured in the following ways:

- The degree to which milestones are met;
- The effectiveness of communication by the Club to club members,
- The effectiveness of Clubs processes should complaints be received

From: [Mackenzie, Robert](#)
To: [Marlene Renton](#); [Nicole Wilson](#)
Cc: [Southgate, Mark](#); [Pezzotta, Leo](#)
Subject: Pinjarra Cricket Club/Sir Ross McLararty Oval-Disability access issues.
Date: Tuesday, 8 September 2020 10:31:48 AM
Attachments: [image001.png](#)

Hi Marlene and Nicole,

Further to the above and to our recent site inspection of the Pinjarra Cricket Club building together with a representative of the Club.

As noted in your correspondence of 2nd September, Council have requested some email commentary from us in particular relating to disability access to the first floor of the building.

We provide the following commentary based on our site inspection, discussions with Council and the club representative and examination of a document entitled Deed of Release Extension Portion of Reserve 5170. We have also reviewed a report from O'Brien Harrop Access, occupational therapists and disability access consultants.

Assumptions and Observations.

- The Pinjarra Cricket Club occupy a double storey brick built building constructed circa 1980 located on Reserve 5170 (Lot 3001) Dixon Road being part of the larger Ross McLararty Oval.
- The ground floor of the building provides change rooms, showers, toilet facilities and storage areas.
- The first floor is solely occupied by the Pinjarra Cricket Club which is an incorporated body established in 1874 and believed to be the oldest operating club of its kind in Western Australia.
- The first floor comprises a bar area, seating, pool table and club memorabilia together with WC's which includes a disabled toilet installed during 2017.
- The first floor provides windows to allow views across the grassed oval. The windows are shuttered for security purposes.
- Access to the first floor is gained via 2 external concrete staircases at either ends of the building which include steel balustrades. Other than these staircases, there are no other entry or egress points to the first floor.
- The Club has around 150 to 200 members and supports 4 senior and 4 junior teams who take part in the regional Peel Cricket Association competition.
- Only club members are admitted to the first floor club room. This room is not hired out to external parties and further, is not used by the Pinjarra Cricket Club for any activities unrelated to cricket such as birthday celebrations or the like.

- The Club representative advised that the ground floor change rooms are not used by the club however are on occasion utilized by local amateur football players.
- Occupation of the building by the club is formalized by way of a lease agreement between Council (the Lessor) and the Club (the Lessee). This document is headed Deed of Lease Extension Portion of Reserve 5170.
- The commencement date of the lease is dated 1st September 2010 with a further 5 year term commencing on 2nd September 2015 (see Item 3 of the lease; Further Term).
- Section 7. Insurance proviso 7.1 of the lease requires that the Club (lessee) must effect and maintain '*adequate public liability insurance for a sum not less than the sum set out in item 7 of the schedule*' (the schedule details this amount at \$10 million).
- We have not been asked to examine the insurance particulars of the Club however we understand that discussions are taking place between the club and their insurers in particular relating to disability access to the first floor.
- A report dated 6th December 2016 was provided to both Council and the Club by O'Brien Harrop Access: Occupational Therapists and Disability Consultants. The O'Brien report was specifically asked to assess all areas of the building that are mandatory under legislation to meet the access requirements of people with disabilities. This included external access, car parking, entrances, internal access ways, doorways and circulation spaces, vertical access including the two external staircases, lifts, ramps, statutory signage, tactile ground surface indicators, glazing and luminance requirements to sanitary facilities.
- The O'Brien report clearly outlines areas of the building which do not meet Australian Standards and codes. Mention is also made in relation to the Disability Discrimination Act 1992 (DDA).
- We will not repeat the various codes and Standards referenced by O'Brien Access in 2016. However suffice to say, given the age and use of the building, significant upgrades and modification work would be required to meet standards including replacement of the two external stairways to comply with *AS1428.1.2009-Design for Access and Mobility-General requirements for Access*. Compliance with this standard would permit access for people able to negotiate stairs however, would still not provide access for people unable to negotiate stairs. More broadly, upgrading the building to meet all relevant standards would require significant funding.
- In view of the above, proviso 5.2 of the O'Brien report recommends that a lift would be required in a suitable and safe location to meet the requirements of the Disability (Access to Premises-Buildings) Standard 2010.

The Shire's Options.

-

We would firstly wish to note that as with all occupiers of land/buildings, there is a duty of care to protect entrants against a foreseeable risk of harm. The O'Brien report does this by highlighting a non-compliant structure that could give rise to a foreseeable risk of harm to some

classes of entrants.

We note that Council officers will be presenting a report to Council on 24th September. This report will provide Councilors with an update on the disability access issues and confirmation that the building is non-compliant.

Ideally, both Council and the Club wish to continue with the existing occupation and use of the building up until 30th June 2021 by way of the holdover lease. This period will allow Council and the Club to deliberate on the future of the building and ensure that the club are able to function during the upcoming summer cricket season.

With a view to mitigating risks during this interim period, Council have developed a draft Risk Management Plan (in line with *ISO 310000;2009 Risk Management*) in an effort to manage the issues noted by the O'Brien report. The plan outlines the work required to the building and sets out strategies to bring the building into a compliant condition over a period of years whilst at the same time permitting the Club to continue with their activities. We note that Council are considering referencing the requirements of the Risk Management Plan by way of additions to the lease.

We would suggest that this approach is reasonable in all the circumstances.

We have had discussions with the Human Rights Commission in the past and these conversations may assist Council and the Club going forward. Broadly, our understanding is that there is an obligation (a test) on Council to make '*reasonable adjustments in terms of ongoing access and continuation of service*'. An onus will be placed on the Shire to demonstrate that it is actively, rather than passively, meeting this test when it comes to the provision of goods, services and facilities.

There are exceptions to this test including '*unjustifiable hardship*' for example the costs associated with the provision of a state of the art Club building, cost of introducing reasonable adjustments, the installation of lifts/compliance with all the recommendations of the O'Brien report etc.

Assuming Council and the Club agree to extend the lease until June 2021 and take 'active' steps to address the disability access requirements we would suggest this would constitute making '*reasonable adjustments*' as envisioned by the Human Rights test. Managing risks (and including provisions in the lease) as outlined in Councils draft Risk Management plan may support the suggestion that the Shire are taking 'reasonable' measures to address the requirements of access by disabled persons.

We would be interested to hear how the Shire intend to proceed into the future. We would mention that the club representative indicated that discussions were still taking place with the clubs liability insurer and their views may need to be taken into account.

As a matter of courtesy, we have provided a copy of this email to Councils Regional Risk Coordinator and to the LGIS Account Manager

Should you require further information regarding this advice, please do not hesitate to contact

me.

Robert Mackenzie | Senior Risk Consultant | Risk and Governance Services

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Please note that this information has been prepared by LGIS Risk Management and by the author in his role as risk consultant. Every effort has been taken by LGIS to ensure that the commentary and recommendations contained in this communication are appropriate for consideration and implementation by Western Australian Local Governments.

Should local governments require further specific advice on this matter, independent legal advice should be sought.

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WA FOOD INNOVATION PRECINCT

BUSINESS PLAN

Distribution List

Name	Role

Document Control

Revision	Date	Author	Key changes
Draft 0.1	03/06/2020	J Brown	
Draft 0.2	11/08/2020	C Vas	Initial draft
Draft 0.3	30/08/2020	C Vas	Financial Scenarios, Marketing and Comms Plan
Draft 0.4	08/09/2020	C Vas	Exec Summary & Finalisation
Draft 0.5	17/09/2020	C Vas	Edits following Shire's consultation with DPIRD

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1. EXECUTIVE SUMMARY

The Shire of Murray, as part of the State supported Transform Peel initiative and with the funding grant of \$21.75m from the Australian Government, will design and build the Western Australian Food Innovation Precinct (WAFIP) enabling a launch in early 2022. The purpose of the WAFIP is to enable the socio-economic transformation in Western Australia by building a robust and vibrant agrifood sector. This mission is linked to a 'smart specialisation' approach with the WAFIP being industry-led, creating opportunities to scale up agribusiness SMEs and making them export ready. WAFIP will adopt a commercial minded research and development and innovation approach to value-adding, differentiation and new product development.

The WAFIP will have three distinct facilities – Research and Development (R&D), Innovation Centre and a Production-Warehouse. The Shire will play a vital role of organising a WAFIP platform upon which an ecosystem of SMEs, R&D institutions, wider industry including international agri-innovation firms and government entities will carry out their relevant agri-innovation related work programs. WAFIP will explore with State and national entities the creation of a unique brand, trademark and relevant industry certification which will draw activity to the WAFIP. The Shire will not operationalise work programs but, instead, influence and inform this ecosystem as the Shire will remain accountable for the overall success of WAFIP. This key operating principle differentiates the WAFIP from other national and international food precincts.

Over the 2020-21 period, the WAFIP will be activated. This includes finalising lease agreements with key anchor tenants - Murdoch University and Grow Hub - and initiation of the \$3.8m Enterprise Support Program (aka industry innovation vouchers) set up in collaboration with the Department of Primary Industries and Regional Development (DPIRD) and Development WA. Managing productive relationships with the anchor tenants and DPIRD, as core collaborators, and understanding their work programs to influence direction is critical for the WAFIP. This ability to influence, inform and manage will pre-empt and alleviate operational or financial risk. WAFIP's appointment of a Business Manager to lead the activation and launch phase will be key to managing risk.

WAFIP will continue to strengthen its relationship with DPIRD as its mission is aligned to key pillars of the DPIRD Primary Industries Plan. These pillars include building trust in WA's agri-production, differentiating and value adding to WA's agri-produce and growing markets by building a competitive advantage. As *the* only food innovation precinct in WA, WAFIP's activation will play an important role in catalysing the 'smart specialisation' to agri-innovation in the Peel region. This activity will eventually extend to other agri-food producing regions across WA through a hub-and-spokes model thus setting in motion multiple place-based approaches to agri-led innovation and growth. Discussions are currently underway on DPIRD leasing the Food Technology Facility floor space (within WAFIP) and providing funding for the procurement of specialised equipment to support the business model for the facility, over an initial five year project period.

To achieve success, the Shire will work closely with other collaborators separate to the relationship with the anchor tenants and government entities. It will have in place a robust and enabling governance model that will draw in participation from government, academia and industry. A multi-tiered governance approach with key performance measures, including annual reviews, for these committees will be established to guide the WAFIP and implementation of the Enterprise Support Program. This approach will allow for a comprehensive three-year review of WAFIP to be undertaken informing the phase 2 of WAFIP. Ultimately, operationalisation of this business plan will ensure alignment with the strategic direction of the DPIRD Primary Industries Plan and Transform Peel initiative.

2. BACKGROUND

Located in the centre of Western Australia's Peel region, the Shire of Murray is located less than an hour south of Perth. It continues to experience rapid population growth, as new residents flock to enjoy a rural lifestyle with the benefits of near city living. Easily accessible from the Kwinana Freeway with modern train services nearby, the Shire is within close proximity to a quality health campus and city shopping, whilst boasting a country lifestyle in an attractive natural environment. The Shire's proximity to the Perth Metropolitan area and South West region with good transport connectivity and access to strategic infrastructure, opens up potential for expansion of agri-tourism opportunities.

Peel Business Park

In 1997, the WA Planning Commission (WAPC) identified land in Nambelup for future industrial development. Subsequent WAPC reports highlighted this region for consumer and producer services as well as strategic export / knowledge-based industries. Development of general industrial land in the Peel was recognised as essential to:

- Facilitate structural adjustment in the regional economy.
- Creating a significant proportion of the overall jobs required to meet sub-regional targets of 80 per cent employment self-sufficiency.
- Generating higher income growth for the Peel corridor.
- Providing for higher economic activity associated with the export of goods and services outside of the region
- Promoting significant private sector investment in the Peel.
- Supporting the expansion of existing industries and businesses that service large regional employers.
- Providing diversity in land use to accommodate broad and new industry mix and employment outcomes.

A clear vision has evolved to broaden the economic base of the region's economy and provide a diverse employment base for a large range of manufacturing and industry sectors to service the growing population. Development of a Peel Business Park (PBP) has thus become a key driver of the future employment growth with a large labour force of 17,000 direct and indirect workers.

The development of the PBP in Nambelup in coordination with the Peel Food Zone and Peel Integrated Water Initiative presents a significant opportunity to unlock strong regional 'industrial ecology' through innovation and productivity gains. Focussed on job creation through delivering industry development opportunities the PBP aims to provide a focus and common-user infrastructure for the delivery of two transformational industry clusters:

1. Agri-food and agri-processing operators and ancillary industries through the WAFIP;
2. Transport and logistics to value capture on its location on the Forrest Hwy / Kwinana Freeway between the Metropolitan area and the State's South West (including strategic links to air and sea ports).

Additionally, the PBP will provide a location to accommodate general and light industry, large format retail, and commercial industries growth for the Peel and Southern Metropolitan regions. It is the natural expansion for the fully developed Gordon Road commercial/ industrial area in Mandurah.

Western Australian Food Innovation Precinct (WAFIP)

As part of the PBP, a 2.5 ha parcel of land has been acquired by the Shire of Murray to develop the WA Food Innovation Precinct (WAFIP). It is described as Lot 38 on Deposited Plan 416070 with a street address of Lot 38 Dollyup Road, Stake Hill, Western Australia.

The Shire will design, build and deliver the WAFIP to a modern standard of building design and infrastructure services. It will ensure that WAFIP meets high environmental standards to protect nearby waterway and natural assets. The WAFIP will provide the opportunity to demonstrate the viability of innovative on-site servicing solutions to reduce the expensive early provision of 'business-as usual' trunk servicing infrastructure ahead of current planned network expansions.

The WAFIP will have capacity to support R&D and training through the development of a small campus style agri-technology park, with an emphasis on primary industries and a strong linkage to on-site processors. Aligned with the State Government's Primary Industries Plan, the WAFIP will build competitiveness in the agrifood sector by differentiating, value adding, commercialising and ensuring an export focus.

Thus, the WAFIP will be established as an open access facility to support agri-food companies and other organisations to:

- Develop new novel foods using advanced manufacturing technologies
- Commercialise R&D and innovations;
- Undertake pilot-scale and commercial runs of new products for domestic and export markets;
- Develop secure supply chain authentication using existing and new technologies enabling confirmation of food safety, provenance, quality, nutritional attributes and related health claim and smart contracts;
- Develop personalised nutrition programs;
- Reduce food waste and extract more nutritional, financial and social value;
- Develop new agri-technologies and systems;
- Undertake technology prototype design and build planning prior to commercialisation in commercial scale facilities;
- Collaborate within a thriving ecosystem of like-minded commercially driven organisations.

WAFIP is targeted at organisations that are keen to:

- Grow local agri-food technology and support development of entrepreneurs with the vision and capacity for global expansion;
- Grow export sales and investment by tapping into targeted export markets;
- Participate in the WAFIP to transfer and adopt agri-tech for the wider Australian market and well as for testing in tropical, arid, temperate or Mediterranean agri-climatic conditions;
- Potentially establishing commercial operations in WA as a gateway to neighbouring South East Asian markets.

The following underlying assumptions exist for the WAFIP:

- Transform Peel and PBP will continue to be a State Government priority project.
- As a socio-economic transformation initiative, the WAFIP needs to increase jobs, economic diversification, agri-innovation and export capability of the Peel region. Businesses operating in the WAFIP will need to demonstrate their contribution to these objectives. The potential

co-location in the future of staff from other agencies, government and industry might eventuate, to strengthen collaboration and stronger partnerships.

- ❑ The Australian Government has funded WAFIP as a tripartite collaboration between industry-government-academia to be a common-user facility. The Shire of Murray is therefore not driven to tenant the facility for a commercial return or for 'business-as-usual' investment. Tenants or sub-tenants will utilise the facility with an ethos of start-up incubation, market testing, and small batch production trials opportunities.
- ❑ The WAFIP has no peer in scale and capability in WA, as a result of which WAFIP will eventually develop a hub-and-spokes model to connect with other WA agri-producing regions. Upon launch, the WAFIP will comprise three main facilities – R&D, Innovation Centre and Production-Warehouse.
- ❑ Securing anchor tenants to the WAFIP will attract further investors, industry participants and other collaborators.
- ❑ The GrowHub (Australian entity of Fund Asia Ventures) and Murdoch University will lease the common-user facilities from the Shire of Murray for a minimum of five years with the option of lease extension or purchase.
- ❑ The WAFIP will create an enabling environment for Western Australian, Australian and global entrepreneurs, food companies and agri-enterprises to cost effectively network, research, develop, prototype and market-test new value-added food products derived from Western Australian primary produce.
- ❑ The Solar Array and Battery Storage Microgrid component will secure power costs to end users at 5 – 15 per cent cheaper than direct grid connection. This saving will be attractive for investment by intensive power users such as agri-product and food processing.

Anchor Tenants - The GrowHub and Murdoch University

The MoU signed in 2018 between Fund Singapore (part of Fund Asia Ventures), Murdoch University, Peel Development Commission and the Minister for Regional Development, Agriculture and Food has formed the basis of a collaboration between the GrowHub and Murdoch University. Both organisations are in advanced discussions with the Shire of Murray to lease relevant parts of the WAFIP for a minimum period of five years.

The GrowHub will seek to secure off-take agreements for produce (raw and/or value-add) and surrounding regions for export. It is expected that with WA maintaining its excellent biosecurity and food quality brand and Asian and wider international markets will deliver a price premium for Western Australian food products.

Murdoch University (and other tertiary institutions including the Future Food Systems Cooperative Research Centre) will partner in R&D, training, skills transfer and development of local human capital in Peel and wider WA. There are commercial and innovation benefits of locating R&D and value-added food processing on same site.

3. POLICY OBJECTIVES & ALIGNMENT

3.1 Strategic Alignment for the Shire of Murray

The PBP is a strong feature in the Shire of Murray’s Strategic Community Plan. It sets out the strategic direction to 2030 as follows:

Vision

By 2030, the Shire of Murray will be a place where business thrives, we protect our environment, and all people enjoy an outstanding quality of life.

Mission

We will be an organisation with a can-do attitude that strives for service excellence, continued improvement and a commitment to outcomes.

Focus Areas and Aspirations

Five key focus area for the Shire of Murray to the year 2030:

- Places for People
- Thriving Economy**
- Environment, Character and Heritage
- Connected and Accessible
- Capable and Accountable

The focus area of ‘Thriving Economy’ is a driver for the PBP and WAFIP development. As a key driver for employment growth, the Shire intends to take a lead role in enabling the success of the PBP. The following objective and key strategies are at the forefront of the Shire’s commitment to its success;

<i>Objective</i>	An economy that is focussed on key success factors for growth, knowledge and innovation; export income and investment; infrastructure and local capacity
<i>Strategies</i>	Maximise the inherent economic opportunities in the Mandurah Murray functional economic region
	Build and maintain the Transform Peel initiative
	Position Pinjarra as a key regional centre through the Pinjarra Revitalisation Strategy

3.2 Strategic Alignment with State Government vision for the Peel

The development of the PBP aligns with the State Government’s Peel Regional Investment Blueprint (specifically, the ‘Thriving Industry’ and ‘Agriculture and Food Innovation’ objectives) and regional priorities through:

- Regional jobs growth and local contracting opportunities
- Economic diversification and transition (e.g. population driven to a traded economy)
- Increased export impact and international engagement
- Strong higher education links
- Up-scale tech-innovation and start-up enterprises

This project also closely aligns with the WAPC's endorsed Perth and Peel @3.5 million Strategic Framework and State Government election commitment.

3.3 Strategic Alignment for Development WA (previously LandCorp)

DevelopmentWA's (DWA) purpose is to lead land development on behalf of the State of Government for the benefit of the WA community. DWA aims to assist the State Government to deliver developments for WA within the scope of the WA Land Authority Act 1992. The trunk infrastructure component of the PBP is part of the State Government's Transform Peel project. Funding underpins the State Government's focus on regional development through investment in projects, infrastructure and community services. From the DWA Business Action Plan, the PBP project aims to address the following objectives:

1. Integrated Project Outcomes

- Adopt an integrated community and market responsive approach for project delivery that achieves Triple Bottom Line outcomes across the State.
- Consolidate assets to stimulate development and provide returns to Government.
- Identify and target transformational projects that will deliver growth across residential, industrial, commercial and tourism sectors.
- Work with Government to deliver strategically important projects consistent with Government policy.

2. Relationships and Partnerships

- Manage engagement and relationships with key stakeholders and the community to achieve project outcomes.
- Collaborate with private industry and government in new ways for improved development outcomes.
- Align to and implement Government priorities and policy.
- Position LandCorp to be known for property expertise and project management.
- Seek out new private sector partnerships on strategic projects.
- Refine branding and communications to reinforce the benefits of development outcomes and promote LandCorp's value creation role.

3. Organisational and Commercial Sustainability

- Understand customer and market drivers to best inform development outcomes.
- Attract and instigate domestic and foreign investment partners as alternative sources of funding.
- Acquire new long-term projects which will deliver future financial capacity.
- Communicate the economic and social contribution to the State.
- Drive continuous improvement in performance and constrain expenditure growth.
- Build a constructive, high-performing workforce and culture that is diverse and inclusive.
- Invest in systems and procedures for optimal business performance and productivity gains.

4. Market Leadership and Innovation

- Support innovation and demonstration initiatives and LandCorp's leadership role in creating whole of community outcomes.

- Maintain sustainable development that addresses community wellbeing, environmental responsibility, economic health and design excellence.
- Identify a pipeline of innovation initiatives and demonstration projects to address challenges and lead industry towards better outcomes in areas such as energy, water, waste, biodiversity, affordability, indigenous opportunity, design quality, diversity and liveability.

3.4 Shire of Murray Policies – WAFIP specific

The policy framework for WAFIP in its activation, launch and growth phase in the first five years will be guided by the following aspects:

- The Shire of Murray needs to own WAFIP for a minimum of five years as per the funding agreement with the Australian Government.
- The Shire of Murray does not need to make a commercial return from the WAFIP as it has received Government funding for land and construction. The Shire of Murray needs to cover costs for the facility and not operate at a financial loss. Common user services including ‘wrap around’ services that promote the WAFIP as the go-to agri-innovation precinct should be facilitated by the Shire.
- Major tenants may have the option to sub-lease. Businesses entering a sub-lease are also subject to contributing to the Precinct Policy Objectives.
- The WAFIP is designed for ag-tech, ag-product development and value-add processing, and food-innovation businesses.
- Businesses operating in the WAFIP need to demonstrate their contribution to the mission of WAFIP. Success of the Precinct will be measured against these targets (i.e. receiving rent is not considered a point of success; increasing the Peel’s traded economy is considered a point of success).

The Asset Management Plan prepared as part of the funding submission indicated that an annual lease fee of \$200,000 – \$300,000 is reasonable. Tenants will be responsible for all outgoings. Accordingly, budget scenarios have been prepared which are outlined further in the document. Relevant asset management plans, pursuant to Policy A15 – Asset Management and Policy F8 – Asset Capitalisation have been attached in the Appendix section of this document.

4. THE WA FOOD INNOVATION PRECINCT (WAFIP)

4.1 Vision

The purpose of the Western Australian Food Innovation Precinct (WAFIP), as an applied centre of excellence, is to catalyse socio-economic transformation in Western Australia

through

the scaling up of WA agrifood businesses, commercialising research and development (R&D), strengthening the domestic supply chain, developing new agrifood technology, industry innovation, growth and export orientation through value-added activities.

4.2 Mission – Purpose

The WAFIP will support Western Australia in building a robust and vibrant agrifood sector. Consequently, its mission is to -

- Become the agrifood knowledge and enterprise activation hub in Western Australia;
- Scale up SMEs and create commercially focussed vertical integration opportunities;
- Digitally enable the supply chain boosting connectivity, trust, provenance and safety;
- Boost the agrifood production, value added and export-driven economy in WA;
- Research and collaborate to innovate the food ecosystem;
- Raise the brand and profile of WA food products.
- Strengthen the domestic food supply chain.

4.3 Values

The WAFIP ascribes to key values in its core which extend to the stakeholders associated with the precinct. These values are:

- People Connected – ecosystem collaboration – locally, regionally and beyond.
- Enterprise Growth – commercial minded, value-added, export orientation.
- Education Driven – research, innovation and entrepreneurship.
- Lead Transformation – in and across the sector and in the community.

4.4 WA Strategic Alignment

The WAFIP is strategically aligned to the goals of the Primary Industries Plan of WA's Department of Primary Industries and Regional Development (DPIRD). This alignment, as depicted in the figure below, will enable the WAFIP to play a critical role in the advancement of WA's agrifood industries.

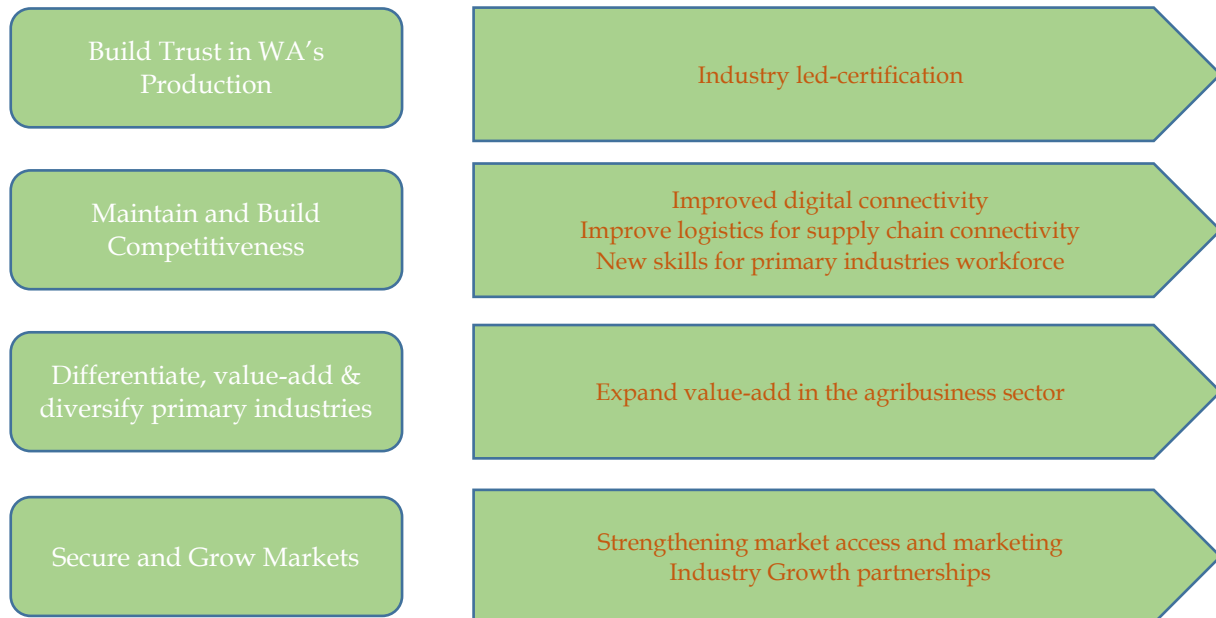


Figure 1 DPIRD Primary Industries Plan

4.5 Value Proposition

The WAFIP as a 'one-stop-shop' on agrifood innovation offers six core value propositions to its ecosystem of stakeholders and collaborators. These are:

- Improved vertical integration along the supply chain;
- R&D commercialisation to drive the use of productivity-improving technology in agrifood production, value added and increased environmental sustainability;
- Drive a unique selling proposition and brand around food assurance including safety, provenance, quality, food standards, biosecurity, environment, people;
- Foster entrepreneurship and seek to improve the use of digital platforms to impact distribution models and increase transparency;
- Access to the Enterprise Support Program incorporating a 1:1 co-matching innovation fund (discussed further in the document);
- Improved connectivity with a reduced geographical and social distance between producer and consumer;

5. MARKET RESEARCH & PRECINCT BENCHMARKS

5.1 Global Agri-Tech Trends & Precincts

Globally, the domain of agri-tech innovation has been growing year-on-year. The 2019 AgFunder Agri-FoodTech Investing Year-In-Review report outlines the quantum and scope of the funding deals that closed (figure below).

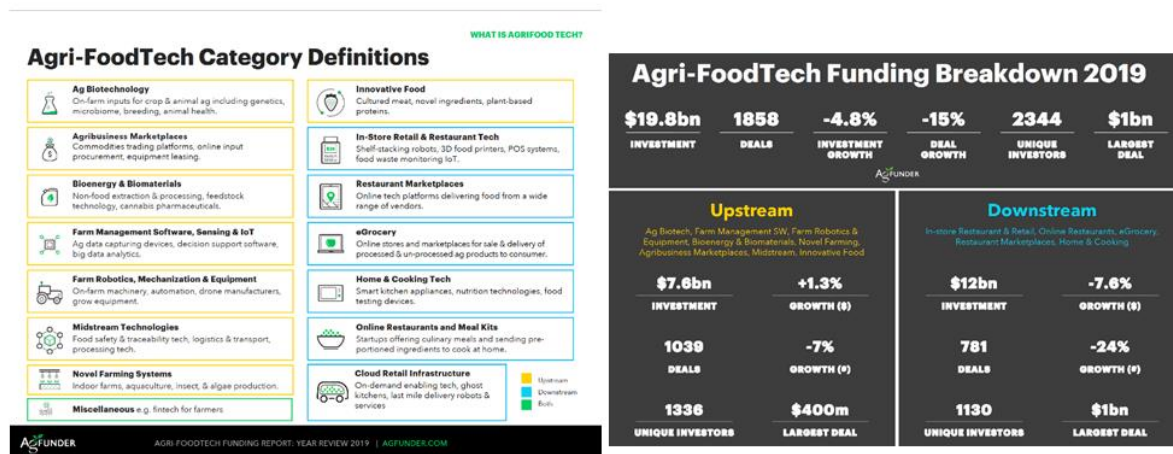


Figure 2 AgriTech Definitions and Global AgriTech Investment Trends (AgFunder, 2019)

Even though investment deals were lower by -7.6% in downstream businesses such as grocery apps, restaurant marketplace etc. the deal quantum was still sizeable with the largest deal being valued at \$1B. Deals in upstream businesses such as farm management, robotics, novel farming etc grew at 1.3% with the largest deal size valued at \$400M. Clearly, much is underway globally. WAFIP needs to bring such agri-food trends, patterns and market information to bear on domestic stakeholders and craft ways for participation and action.

Equally, as the only State based food innovation precinct, WAFIP needs to benchmark itself against other international and domestic food precincts. Many international food precincts have existed for over a decade. This includes the dispersed Food Valley in Netherlands and the Food Innovation Network in NZ which includes the successful Food Waikato and the Waikato Innovation Park in NZ. In Australia, the Food Innovation Centre in Melbourne has been operational for a long time. Further snapshots of these precincts are outlined below.

Clearly, not all precincts offer its community the same services, however there are some fundamental essentials that must be delivered. This includes commercialization services, government co-location and associated advisory services, market intelligence, testing facilities and so on. WAFIP, in its role as orchestrating a platform ecosystem, will need to develop a clear understanding of the services provided at these precincts and the benefits it delivers to the precinct community. WAFIP is appropriately placed to collaborate with these precincts to share information, gain knowledge and leapfrog experiences and avoid pitfalls.

In doing so, it is important to bear in mind the WAFIP operating model and how this differs from other precincts. Essentially, the role of the Shire is to orchestrate, influence and support the WAFIP ecosystem without taking on a hands-on operational role of activating work programs – R&D, Innovation Centre, Production and Warehouse – as that will remain the responsibility of the anchor tenants. Thus, the role of the Shire will continue to focus on the promotion of socio-economic development and industry transformation via the WAFIP. This is discussed further in the document.

5.1.1 FoodValley, Netherlands

The FoodValley in Netherlands is the world’s most renowned food innovation ecosystem which evolved through collaborations between university, government, industry and community. This approach has allowed Netherlands to become one of the world’s leading agrifood producers and exporters. Today, the FoodValley incorporates a hub-and-spokes model dispersed across Netherlands working with businesses, entrepreneurs and various universities delivering various services, as depicted in the figure below. In doing so, it is able to launch at least 25 new products and register about 10 patents annually.

The figure displays a collage of promotional materials for FoodValley, Netherlands, organized into several sections:

- Foodvalley Website Header:** Includes the Foodvalley logo and navigation links: Foodvalley, Fields of Innovation, Grow Your Business, Foodvalley NL, Stay Up-to-date, and Contact Us.
- TOP Food Lab:** Describes an open food innovation platform run by a young and dynamic team of food professionals. It highlights the platform's focus on concept development and food design, and its use of innovative food production technologies.
- StartLife:** Focuses on fostering entrepreneurship for growing food and agri startups into leading enterprises. It lists key services like hosting a community, developing competences, and offering mentoring.
- Efficient upscaling:** Aims to bring up-scaling activities to the next level, minimizing investment risks and speeding up time to market. It features a photo of a person in a lab.
- Facility Sharing HAN Bio:** A center of expertise in biotechnology and analysis, offering the use of excellent laboratories and equipment. It includes a photo of laboratory equipment.
- Expand Globally:** Offers access to a large global network of businesses, research, and education institutes. It mentions various programs and international cooperation.
- Smart & Digital Technology:** Focuses on personalized nutritional advice, targeted crop breeding, IT, artificial intelligence, sensors, genomics, and nanotechnology.
- Upcoming events:** A list of events including:
 - Food Future Event 2020:** September 10, 2020 (09:00 - 17:30).
 - Food Matters Live 2020:** October 15, 2020.
 - Agrifood Innovation Event - Digital Farming:** October 8 - 9, 2020.
 - NIZO Plant Protein:** October 20 - 22, 2020.
 - Foodvalley Summits:** October 13 - 14, 2020.
 - Business Event: Eat:** November 10, 2020 (10:00 - 17:00).

Figure 3 Food Valley in Netherlands - Program Range on Offer

5.1.2 Monash Food Innovation, Melbourne – Australia

Closer to home, the Monash Food Innovation precinct in Melbourne offers its ecosystem of collaborators, which includes small and medium businesses, services relating to incubation, market intelligence and export-oriented services. Through a partnership with marketing agency, Play, businesses are able to map the journey of their products using virtual and augmented reality, participate in product labs, visualise their products in an immersive ‘experiential store’ and better prepare for market positioning. The precinct also has an explicit focus on export orientation particularly targeted at the China market through a strategic partnership with China Oil and Food Corporation (COFCO).

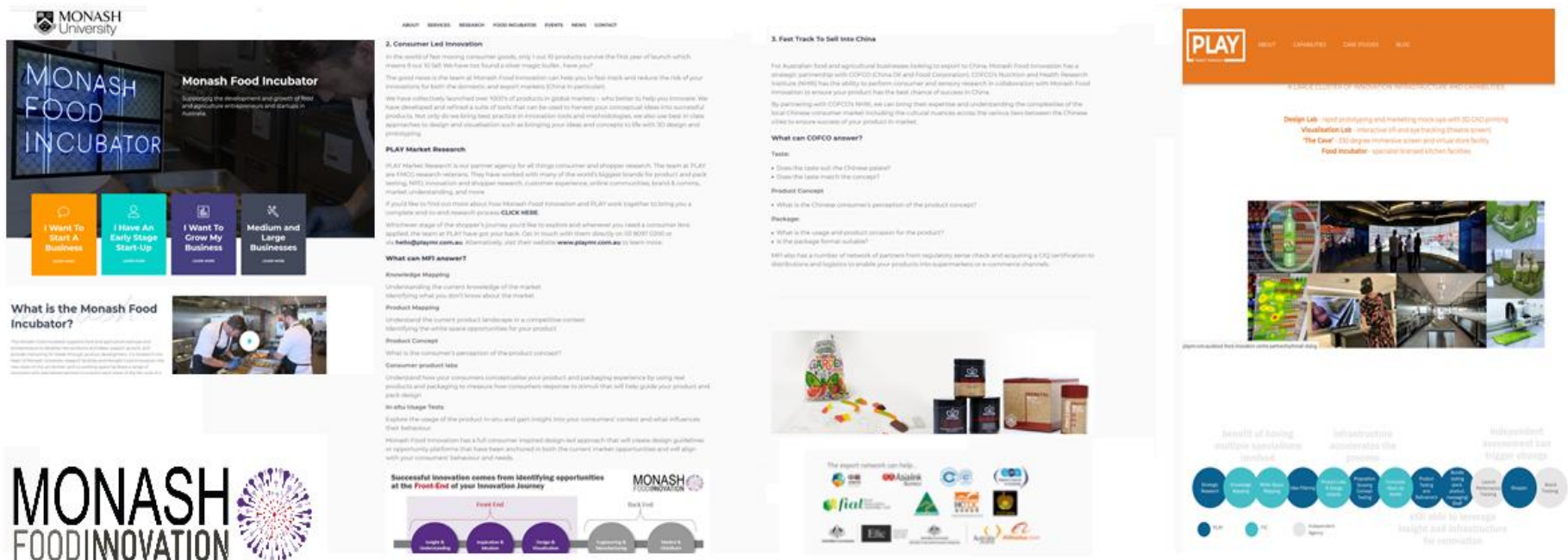


Figure 4 Monash Food Innovation (Melbourne) - Program Range on Offer

5.1.3 Waikato Innovation Park, New Zealand

Across the ANZ, Food Waikato and the Waikato Innovation Park are well known in the agrifood sector. With close to two decades of experience, the Waikato Innovation Park has achieved success by developing a strong ecosystem of collaborators including start-up entrepreneurs and established businesses, offering plant and processing capabilities, developing new products and consequently growing companies. Today, the businesses set up in the Park have a workforce of about 900 which has created a thriving ecosystem. A key differentiator for the Park is that it has 70% ownership of the food spray dryer (30% owned by Callaghan Innovation) which is offered on an open-use-user-pay system. In FY 2018, the spray dryer recorded 308 days of production notching up \$53m in exports.

Waikato Innovation Park
 Growing Technology Businesses

Grow your business for success
 FIND OUT MORE

INNOVATION PARK
 The home of business connectivity, resources and inspiration

INVEST & DO BUSINESS
 Waikato is the fastest-growing tech sector in Aotearoa NZ. Come and be where it's at

Waikato Innovation Park
Food Waikato

\$143M
 capital invested by clients

\$186M
 product exports by clients

About Food Waikato

The Food Waikato facility comprises New Zealand's first and only independent spray dryer. This processing plant allows clients to take their new product from the concept stage to commercialisation.

Independently owned, Food Waikato has an ethos of open access and aims to enable independent milk suppliers and suppliers of nutritional ingredients to produce powders from milk or other ingredients. Food Waikato specialises in goat, sheep and nutritional milk-based powders.

Part of the NZ Food Innovation Network

10.5m-high dryer

NZ's only product development spray dryer

Focused on the manufacture of sheep, goat and nutritional powders and as a formulation processing plant for nutritional powders

Food Waikato Facts

- New Zealand's first and only independent product development spray dryer
- Construction completed in April 2012, operational in May 2012
- Build cost: \$22 million
- 10.5m-high stainless-steel dryer, weighing 7.5 tonnes
- Focused on manufacturers of sheep, goat and nutritional powders
- Products are restricted to dairy or dairy ingredients - non-dairy ingredients are prohibited
- Formulation processing plant for nutritional powders
- Daily production: 65,000 litres of milk per day at 10.5% total solids
- Produces a half a tonne per hour of spray-dried powder
- NZ Food Safety Authority support certified

Plant and processing capability

- 65,000 litres/day of milk production at 10.5% total solids
- Drier capacity: whole milk powder 500 kg/hour, infant powder 320-380 kg/hour
- Capability TC reconstituted powders and to add vitamins and minerals
- 10-25 kg per packing line

Product quality and regulatory systems

- Dairy risk management programme (DRMP)
- Seafood HMP (orange powders)
- China, Korea registration
- Export registration
- Halo certification
- Kiwiher certification

We grow companies and opportunities

Food Waikato was commissioned in 2012 with a threefold mission to grow companies, opportunities and NZ exports. The first 3 years of operation have already achieved these goals. Clients have exported more than \$186M of products and invested \$143M of capital. After success at Food Waikato clients go on to establish their own purpose-built factories, to increase exports and to create employment opportunities. Mission accomplished!

Figure 5 Waikato Innovation Park (NZ) and Food Waikato (NZ)

5.2 Local WA Agri Developments

Recent market research of industry perceptions of the WAFIP, commissioned by DPIRD and carried out by Strickland Park Economics, was undertaken. Two thirds of the respondents engaged conveyed a positive response to the development of WAFIP. The research also highlighted a high demand for access to common user infrastructure. Aligned with this finding, the Coriolis Report “*Options for F&B Pilot Plant in the Peel Agri-Innovation Precinct*” previously suggested that for new product development most often government funding is best targeted at the early part of the innovation cycle particularly the technical development stages.

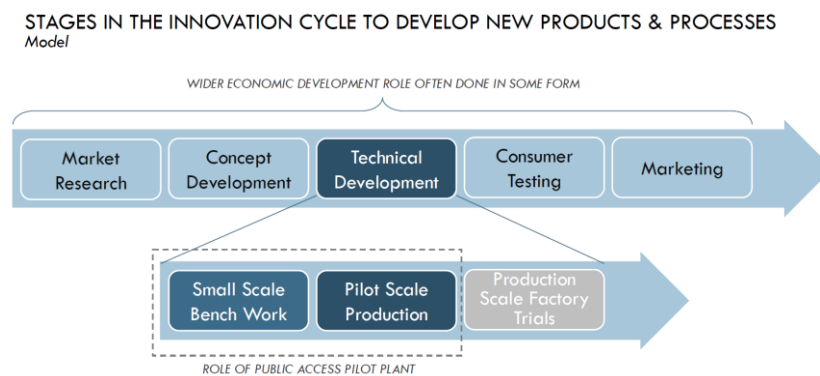


Figure 6 New Product Development in the WAFIP (Coriolis, 2019)

A very high value was placed, by stakeholders that were consulted, on Murdoch University being co-located and being able to provide leading edge technical and scientific support to industry. This is precisely where WAFIP must play a role vis-à-vis pilot projects to scale up production. In doing so, WAFIP must also support small businesses and startups/entrepreneurs to access a wide range of capabilities, services and advice.

Working collaboratively and proactively with identified businesses will help pave the way for early WAFIP activities relating to business growth and expansion and on to possible co-location or tenancy opportunities in the WAFIP during the activation and launch phases. Such engagement will also help shape conversations to take advantage of low-hanging fruit that could yield early successes for WAFIP while developing a “coalition of the willing” or a “collaborating cluster” that can set WAFIP on the path to exploring industry-led medium-term scale-up opportunities.

Many organisations across the upstream and downstream activities have sought involvement in and with the WAFIP. For instance, Agreco (novel farming systems – product testing), Bendotti Exporters (product quality testing), Bahen & Co (innovative food (wholesale chocolate) exporter), Bunbury Farmers Market (value adding and exports) and 3 Rivers Brewing (innovative food - service the WAFIP Café) are just some of the many organisations which must be part of the ongoing WAFIP engagement. These organisations could also form part of the target market segment for the Enterprise Support Program.

These responsibilities will need to be provided by the Shire via the support provision offered by the WAFIP Business Manager. This is further discussed in Section 6.

6. THE BUSINESS

6.1 Business premises

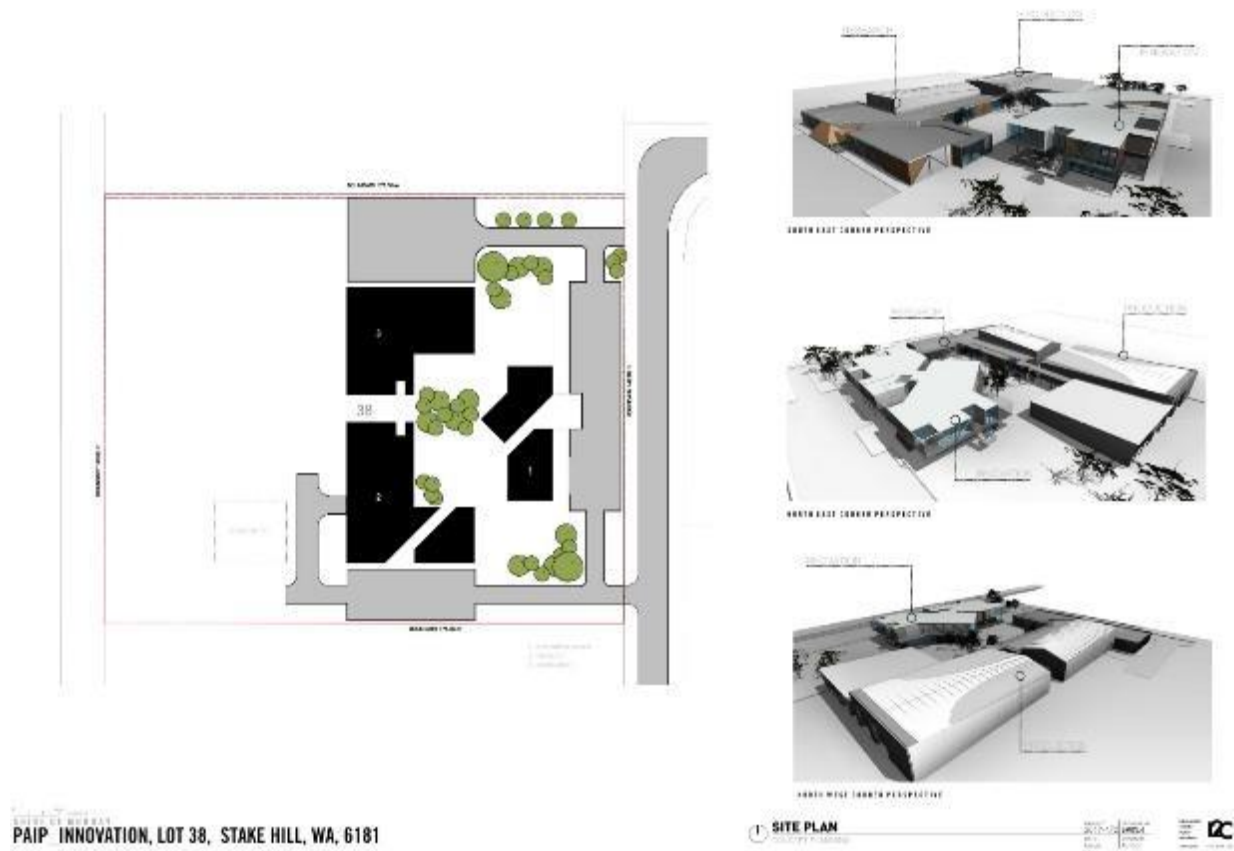
The Shire of Murray has received approved funding to construct a 2.5ha sized WAFIP - common-user agri-food innovation precinct as part of activating 290ha of the PBP. It is described as Lot 38 on Deposited Plan 416070. The Street address being, Lot 38 Dollyup Road, Stake Hill, Western Australia.

6.2 Precinct Layout

The WAFIP has been designed as a precinct style facility to encourage collaboration and networking, with three distinct buildings, connected through a series of undercover walkways and external landscaping. The buildings are arranged so as to provide future expansion opportunities on the site:

BUILDING	AREA
Innovation Building	1831 m ²
Research and Development	1620 m ²
Production and Warehousing	1284 m ²

Site Plan

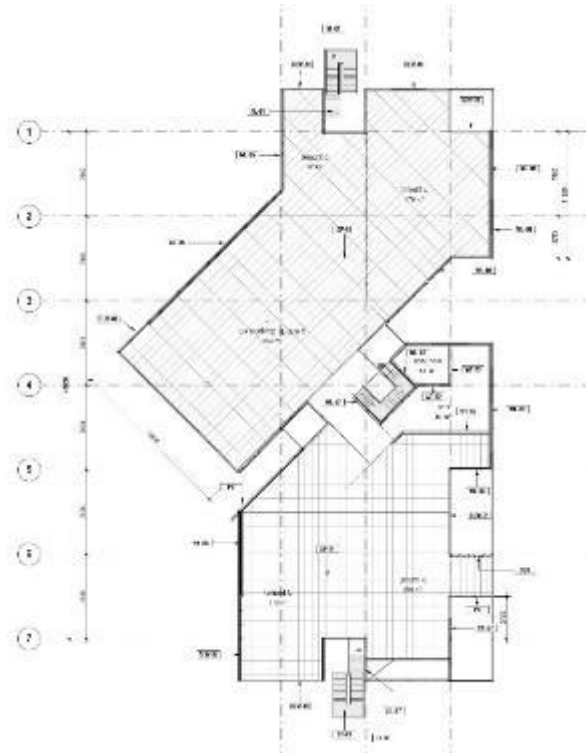
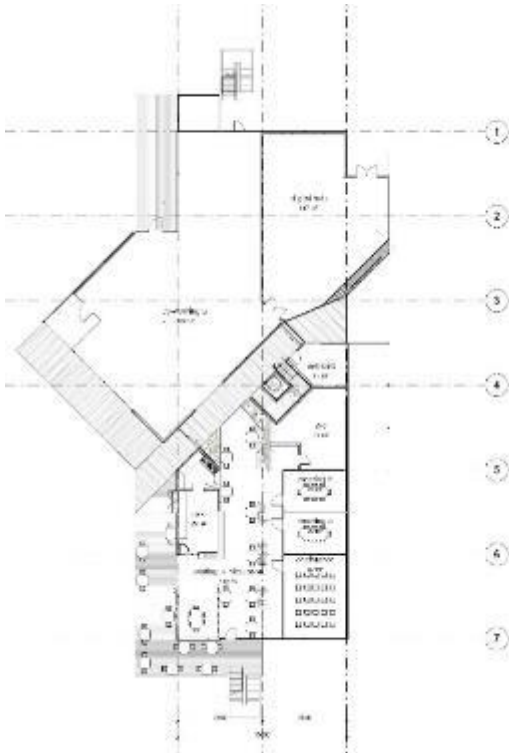


Innovation Centre



Image – Artist Impression of Innovation Centre

- Digital Hub
- Café – internal and external café seating
- Common user meeting rooms
- Common user conference room
- Co-working spaces
- Tenantable space
- Amenities, services, circulation

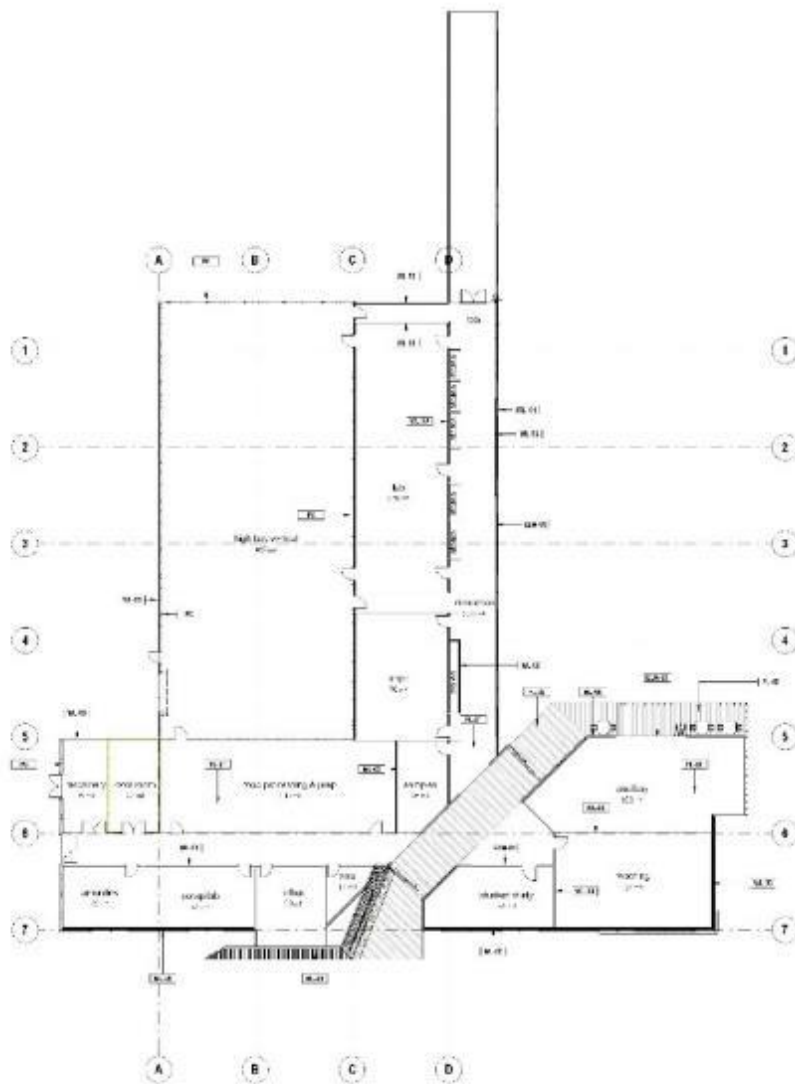


Research and Development



- Teaching Suite – Teaching rooms, student study room, Ancillary student area
- Office and amenities
- Computer laboratory
- Laboratory space
- Samples room
- Specialist equipment room (MNR)
- High Bay area (vertical farming)
- Food processing/cool room

Image – Artist Impression of R & D Facility



6.3 Key Project Partners

The WAFIP project partners are defined as those that have been involved in the conceptualisation, funding and development of the precinct. These partners involve:

Western Australian Government – represented through DPIRD, Peel Development Commission and other relevant Departments. These organisations provided initial funding, support to the concept and continue to be involved through representation on Governance committees such as the Transform Peel Strategic Advisory Board. The WA Government continues to be a key partner in WAFIP by supporting the acquisition of specialised equipment and operationalising its relationship with the Future Food Systems Cooperative Research Centre (CRC).

Australian Government – funding the construction of the WAFIP through the \$21.75m Regional Growth Fund (RGF).

6.4 Project Collaborators

The WAFIP Project Collaborators are defined across three levels – core, industry and community.

Level 1 - Core Collaborators

Murdoch University is one of the cornerstone tenants in the WAFIP. The University has been involved in the early conceptualisation of the Agri-innovation precinct studying the research and commercialisation opportunities of smart peri-urban farm factories for Peel. The University is now a key partner to the national Future Food Systems CRC. The University has been developing its business case to become an anchor tenant in the WAFIP, whereby it will lease the R&D facility, to:

- deliver its newly-launched Food Science and Nutrition BSc degree commencing in second semester 2022 at the WAFIP
- begin research programs associated with the Future Food Systems CRC in the same facility (to coincide with the commissioning of the main buildings and
- develop long-term research and development links to the regional food and agriculture industries

Fund Singapore, through its parent entity Fund Asia Ventures, and its Australian entity, The GrowHub, has been involved in the development of the WAFIP for many years. In 2018, Fund Singapore signed a MoU to collaborate with Murdoch University, the Peel Development Commission and the Minister for Regional Development; and Agriculture and Food agreeing to attract investment and cooperate in the development of the Precinct. The GrowHub has been developing its business case to become an anchor tenant in the WAFIP, whereby it will sub-lease the Innovation Centre and part of the Warehouse facility, to:

- Foster entrepreneurship offering scale-up and commercial opportunities to WA agrifood SMEs;
- Work with growers in WA to supply quality premium food to Asia-Pacific and resultantly grow the export market of WA;
- Develop a flagship experiential store in Singapore that will house niche WA food products;
- Develop a 'Digital-Hub' in the Innovation Centre to enable high-end technology processing power required for advanced agri-food R&D and commercialisation.

DPIRD is also an emerging core collaborator. Further to its role as a Project Partner, DPIRD is transitioning to have in place a more engaged and collaborative level of interaction. Recent

discussions with DPIRD Executive indicate a desire to partner with the Future Food Systems CRC to establish an industry led infrastructure food innovation eco system based within the WAFIP and engagement with its participants. Discussions are underway and progressing towards the potential to lease floor space within the Production precinct and to invest significant capital in food production equipment for small scale batch production among other functions.

Level 2 - Industry Collaborators

To date, a handful of organisations have expressed a keen desire to be engaged with WAFIP either through leasing facilities and/or participating in the growth agenda of WAFIP. These organisations are also connected with WAFIP anchor tenants and continue to explore their involvement with WAFIP. These relationships must be managed closely and effectively to ensure the collaborators derive value from their engagement and commitment with WAFIP.

Level 3 – Industry Co-operators

Various industry co-operators have also engaged with WAFIP developments thus far. This includes those that participated in roundtable discussions, expressed interest in being located within WAFIP, businesses who were consulted or engaged with and similar. Going forward these co-operators will be reconnected to the WAFIP and opportunities created for the organisations to collaborate with the anchor tenants transitioning their involvement to an industry collaborator. To date some of these industry co-operators include, Galati Brothers, Southern Dirt (cooperative), Atom 1 (membrane technology), Green Cells Technology and co-operators that participated in the Murdoch-DPRID industry roundtable.

Beyond organisations and individuals that are entrenched in agribusiness, WAFIP will also look to engage with co-operators that provide support to these proponents. These co-operators can include entities such as Spacecubed and AgriStart, organisations that are already connected with the SME ecosystem building capability in the agribusiness domain.

6.5 Business Model

The WAFIP Business Model is a critical component that aligns focus of the precinct with achieving the overall mission of scaling up WA agrifood businesses, deploying R&D and fostering industry innovation to drive growth/export orientation. Consequently, the Shire remains accountable for the overall success of WAFIP.

A key operating principle underpinning the WAFIP business model is that *the Shire does not play an operational role in WAFIP but instead it will provide a platform for its anchor tenants to operate and succeed*. The Shire will manage the activation, organisation, engagement and sustainability of the platform ecosystem with the appointment of a Business Manager. This means the Shire will not operationalise the work programs of the R&D, Innovation and Production-Warehouse facilities.

It is important to recognise this key differentiator in the business model when compared to other national or international precincts. For instance¹, the Waikato Innovation Park operates as an independent organisation; POS in Saskatchewan operates as a joint venture between government and industry; the Ontario Agri-Food Venture Centre operates as a not-for-profit organisation and so on. Consequently, the role of the Shire is one of influencer, organiser and facilitator to ensure they are supported in meeting their (evolving) objectives.

Murdoch University	The GrowHub
<p>In 3 years,</p> <ul style="list-style-type: none"> • 100 enrolments in the food science and nutrition program by Year 3. • 20 organisations will collaborate on research projects; • At least 17 new products or relevant businesses to be (co) developed • WAFIP becomes the go-to research and education node for agrifood; 	<p>In 5 years,</p> <ul style="list-style-type: none"> • Export value of WA to Asia via the WAFIP to reach \$125M annually; • At least 3 innovations introduced at the WAFIP is launched in Asia; • Full occupancy of the Innovation Centre; • Healthy revenues to seed the creation of an Innovation Fund for WAFIP ecosystem.

As noted in section 6.4, when the engagement with DPIRD translates into becoming a core collaborator of WAFIP, and their Primary Industries Plan objectives (outlined in their business case) will be considered for incorporation as part of the annual review of the WAFIP Business Plan.

The WAFIP Business Model is depicted in the table below. Key elements of note are:

- ❑ WAFIP will eventually become the ‘one-stop-shop’ for the agrifood community in WA. While physically located in the Peel region, the WAFIP will operate on a hub-and-spokes model using digital infrastructure to connect and engage with other agrifood regions. As a state backed food innovation precinct, it is imperative that WAFIP plays the role of connecting other food growing regions allowing for scale up and export opportunities.
- ❑ WAFIP, through the Business Manager, will offer the ecosystem the following services – advisory to the anchor tenants, engagement and liaison with government and industry, access to the Enterprise Support Program (ESP), marketing and outreach. The Shire will also provide facilities management. WAFIP will activate the ESP as outlined in the section further in this document.

¹ Coriolis 2019

- ❑ WAFIP, through the Business Manager, will have line sight of the work program of its anchor tenants to ensure continuous alignment of strategy and direction across the agrifood supply chain activities.
- ❑ In consultation with anchor tenants of the Innovation Centre, Grow Hub, WAFIP will look to encourage co-location with government, academia and industry representatives and others. This approach will be an important signalling mechanism to the wider WA market (nationally and internationally, as well) showcasing tripartite collaboration between government, industry and academia.
- ❑ WAFIP will develop a brand, trademark and industry-led certification which will provide a value proposition to the WAFIP ecosystem that can create and capture a 'premium' in the trade of WAFIP products and services. Revenue generated through this avenue will cover costs and surpluses will be set aside for an ongoing innovation fund that can be accessed by WAFIP ecosystem.
- ❑ WAFIP will be governed by the Shire's policies and procedures. To remain agile and rooted in the industry growth agenda, relevant governance committees incorporating representation from University and industry will be in place.

Underpinning these aspects are a set of assumptions which include:

- ❑ WAFIP build will progress and launched in early 2022;
- ❑ Shire of Murray: There will be no change to WAFIP ownership. The Shire will provide business management and facilities support via the appointment of WAFIP Business Manager and an associated package of "Business Concierge" services.
- ❑ WAFIP Model: The core business model is premised on leasing arrangements of the 2.5ha precinct which incorporates the R&D facility, Innovation Centre and a Production-Warehouse facility.
 - R&D - Murdoch University: In-principle commitment has been secured which will translate into an executed lease arrangement irrespective of the outcome of its current bid "Peel Agri-Innovation Precinct – early activation" with DPIRD.
 - The GrowHub (Fund Asia Ventures): Any changes to the in-principle commitment secured including withdrawal will be replaced with a local or other international collaborator to lease the Innovation Centre.
 - ❑ Appendix 1 includes an early concept paper depicting the GrowHub's retail experiential store planned for Singapore.
- ❑ Competition: No other competing food innovation centre bids are underway or likely to be formed in the medium term 3-5 years;
- ❑ Funding: No changes to funding arrangements secured via RGF & DPIRD;
- ❑ Project Partners: Leadership at DPRID, PDC and the Council at the Shire of Murray continue to support WAFIP.
 - WAFIP will seek a commitment from DPIRD to have a presence at the Precinct to strengthen the collaboration with industry and academia.

KEY PARTNERS	KEY DAILY ACTIVITIES <i>(to deliver value proposition)</i>	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
<p>Inner Core</p> <ol style="list-style-type: none"> Shire of Murray Peel Development Commission DPIRD, Canberra Transform Peel Strategic Advisory Committee <p>Layer 1 - Anchor Tenants</p> <ol style="list-style-type: none"> Murdoch University The GrowHub (Fund Asia Ventures) <p>Layer 2 - Grower Groups, Bunbury Farmers Market, Collaborators linked to MU and FAV who are to be likely occupants of the WAFIP, vendors - technology, supply chain etc</p> <p>Layer 3 – Community Stakeholders (including SMEs, training, local investors etc)</p> <p>Layer 4 – Collaborators (e.g. Waikato Innovation Park)</p>	<ul style="list-style-type: none"> Deliver the WAFIP Business Concierge Services (via the Business Manager) Facilities Management (via SoM) Marketing & Comms Industry Engagement Government Engagement Community and Stakeholder Engagement <p>KEY RESOURCES <i>(to deliver value proposition)</i></p> <ul style="list-style-type: none"> WAFIP Business Manager Supporting services from SoM Access to Enterprise Support Program (DPIRD & DevWA) WAFIP Innovation Centre – work program <ul style="list-style-type: none"> WAFIP Governance Committee WAFIP Enterprise Innovation Panel 	<ul style="list-style-type: none"> ✓ WA’s Food Innovation Precinct; ✓ One-stop shop linking the “customer” with an ecosystem of collaborators and partners; ✓ WAFIP spans the upstream and downstream value chain – R&D, incubation, commercialisation, investor access, production, new product development (value added), market research, market access (local, national and intl); ✓ Digitally connected infrastructure to connect producers with consumers (Innovation Centre/ FoodTrust) ✓ WAFIP branding, accreditation standards and safety mark; ✓ For anchor tenants, access to competitive lease arrangements with SoM; 	<ul style="list-style-type: none"> • Ongoing advice and support via the Business Manager • Provide advice and access to Enterprise Support Program • Provide access to anchor tenants – MU, FAV <p>Mode: Emails, telephone, site visits, briefings, seminars etc.</p> <p>CHANNELS <i>(how does WAFIP reach customer segments?)</i></p> <ul style="list-style-type: none"> • Business Manager • Anchor Tenants • Website • Social Media • Industry Events 	<p>Universities, R&D</p> <p>Industry – producers, value adding firms, consumer facing (offtake)</p> <p>Industry support – incubation, commercialisation, investors, market research agencies, new product development</p> <p>International industry engagement</p> <p>Government – DPIRD, Canberra</p> <p>Labour force – school and VET institutions</p>
<p>COST STRUCTURE</p> <ul style="list-style-type: none"> • Infrastructure funds to set up WAFIP (secured) • Innovation funds to attract industry participation (secured) • Cost to deliver the WAFIP Business Concierge Services 		<p>REVENUE STREAMS</p> <ul style="list-style-type: none"> • Lease arrangements • Services fee from tenants • Branding & Trademark revenues, Digital SME FoodTrust – to be set aside for ongoing SoM Enterprise Support Program 		

Figure 7: WAFIP Business Model

WAFIP Brand, Trademark and Certifications

The WAFIP has two objectives, which relate to improving the brand and profile of WA food products and boosting the agrifood production using advanced innovative technologies. Some of the agricultural technology R&D that has been proposed for WAFIP includes light emitting diode (LED), hydroponic, aquaponic growing systems, and vertical farming practices, utilising the 'Peel Bio-secure' brand. As new technologies are developed and adopted by the agricultural industry, there is the potential for it to translate into higher productivity, in turn translating into higher incomes for farmers, as well as more competitive prices for agricultural goods.

In Singapore, Panasonic Singapore has piloted, iterated, refined and pioneered LED-driven vertical farming. It has commercialised its horticulture products in the Singapore market under the 'Veggie Life' brand. The figure below depicts its brand and also the relevant industry certifications such as HACCP and its production method i.e. indoor farming claiming 'premium quality' and resultantly a price premium from consumers. Furthermore, the company is also offering Cultivation Kits to influence its customers into growing their own veggie products.



Figure 8 Panasonic Singapore - Indoor Farm Veggie Life brand

Consequently, WAFIP driven production techniques and new products developed should be trademarked and branded for value creation. Very often, this value capture takes place at the consumer end at retail and wholesale distribution centres. Understanding the production and product development approaches at WAFIP and across the various regional nodes is critical to inform a monetisation strategy. Thus, this activity has to be undertaken in consultation with industry and government to make sure there is buy-in from the outset, that awareness and communication is wide ranging and that the resulting WAFIP brand yields success domestically and in overseas markets.

Food Trust

Food traceability, food safety and trust in the supply chain are issues of growing importance to the end consumer. Being able to track the origin of the product, the farming processes used, and the supply chain journey all the way to the table of the consumer was once unthinkable. Today, the use of technology advancements make it possible to track this journey while remaining tamper proof. One such solution² is the IBM Food Trust which launched in 2017 in collaboration with a consortium that included large F&B companies such as Driscoll's, Kroger, Nestle, Unilever and Walmart. Since then, Walmart, for instance, has encouraged all its leafy green suppliers to become part of the ecosystem by tagging and barcoding produce at the point of origin. For small farmers there is no cost to upload their data.

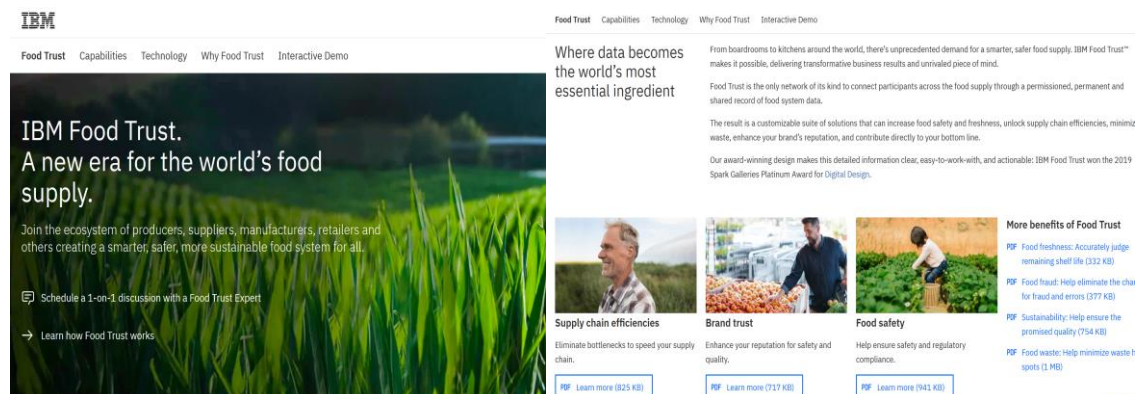


Figure 9 IBM Food Trust (2017)

Deploying a Food Trust or its equivalent will create a digital platform that will allow organisations across the agrifood supply chain to confidently produce, value add and supply their products to the end consumer with complete supply chain tracking. Efficiency, trust, safety, provenance and quality should underpin this solution and will have a positive impact to the WAFIP brand.

Benefits

One of the benefits realised through the use of the system is that when food recalls are initiated, rather than dumping the entire product batch from a range of suppliers, now, the availability of batch specific data and granular information helps to simply exclude targeted contaminated batches.

Improved management of food waste can be achieved through the use of Food Trust. For instance, the shelf life of strawberries is about 20 days. Companies such as Driscolls that supply strawberries to Walmart, both being part of the Food Trust ecosystem, have real-time information to the product lifecycle enabling better management of products when they near the end of their shelf life.

Tackling food fraud is another benefit. Companies such as Carrefour in Spain have built a mobile based QR code app on top of the Food Trust platform which allow customers to scan a QR code on a packet of chicken and are instantly provided with information on the date of slaughter, whether the chicken is antibiotic free and other relevant information.

² <https://www.ledgerinsights.com/ibm-food-trust-blockchain-cost-food-traceability/>

Why WAFIP?

Deploying Food Trust will address three key problems for the region and WA broadly. One, WAFIP's role to activate the platform ecosystem will start to bring small producers and growers together. Second, for WAFIP the availability of aggregate level information will allow its key proponents in the R&D, Innovation and Production/Warehouse facility to deliver on-demand services that can address specific bottlenecks e.g. a bumper production in strawberries will need a market to be identified well in advance of harvest (WAFIP Innovation Centre); or a poor season in kale production should trigger a need for further investigation (WAFIP R&D). Third, WAFIP as a platform ecosystem immediately gives scale to what was previously a fragmented and disjointed agrifood production system.

Internationally, the deployment of Food Trust has been promoted by companies that are part of the Foundation program which had significant consumer facing agrifood businesses. WAFIP on the other hand is not a business but plays an important role of activating a collaborative and information sharing agrifood ecosystem. As a region with many small-scale producers, WAFIP will be the organising ecosystem for Food Trust where many small-scale producers can come together and participate in the use of the platform. Consequently, at scale this will instil trust and confidence in those that enact offtake agreements. No doubt, the ability to trace products from their origin to the end consumer will also yield much needed confidence in the minds of the consumer. This approach can also allow a premium to be placed on products that have a WAFIP origin.

Deploying such technological advancements will require a significant investment or the solution can be quite complex is a common assumption. As a platform that has been developed based on a subscription model, the costs can be as little as US\$100 per month for businesses generating revenue of <US\$50M that want to deploy the Trace module. Furthermore, data ownership – product, location, supply chain transactions and certificate data – resides with companies that upload the information and it is useful to note that data formats on the platform comply with GS1 standards.

WAFIP will need to investigate the Food Trust and other similar technological solutions that can be deployed for the benefit of WAFIP proponents and other co-operators. It is imperative that implementation of any technological solution is at the very least budget neutral to WAFIP and cost competitive and value adding to the grower groups. Activities in this domain can also be attractive to the startup ecosystem and must be thoroughly investigated.

6.6 WAFIP Program - Enterprise Support Program (ESP): Activation

The Shire, with support from DPIRD and Development WA, has established the Enterprise Support Program. The ESP is a critical component of the WAFIP's success and is key in driving innovation, creating new enterprise and driving new product development. Over a period of five years, \$3.8M has been made available to industry in a 1:1 co-contribution model to:

1. Facilitate innovative developments in the agri-business sector;
2. Promote economic diversification in the Peel region;
3. Support product development and the commercialisation of research;
4. Improve small-medium business development and export capability.

More specifically, the ESP will catalyse the WAFIP into developing an intensive ag-product / food processing facility for export by:

- Aggregating raw product from Peel & surrounding regions;
- Export product for national and international distribution through existing logistics / supply chain networks;
- R&D and innovation occurring on-site for commercialisation;
- Develop a recognised bio-security zone.

Aligned with the Innovation Fund Guidelines grants of up to \$200,000 will be available to small to medium agri-businesses, enterprises and entrepreneurs seeking opportunities to innovate, accelerate business development, commercialise research, increase domestic and international market access, and to deliver projects through the AIP. Funding of up to \$200,000 will be available across the following streams:

- Business / product commercialisation, collaborative research & development
- Common use equipment within the AIP
- User incentives to access AIP space, facilities and services

Where required, industry specific incubators will be able to accelerate the level of growth experienced by innovation focussed start-ups by offering working spaces, mentoring opportunities, and capital, in exchange for equity in businesses. Entrepreneurs in rural areas have empirically experienced several key disadvantages compared to entrepreneurs in the inner city. These disadvantages include

- A lack of a critical mass of entrepreneurs among which to facilitate peer learning, Distance to investors (who often invest only within a 1-hour drive of their urban home), and
- Greater time and costs involved in bringing in other stakeholders (e.g., mentors, professional service providers or potential corporate customers).

to ensure the regional food industry could be supported by regionally-based world-class research to enable food value chain innovation and commercialization.

The WAFIP Business Manager will work closely with the proponents of the ESP and the anchor tenants to ensure the funds deployed meet the objectives of the WAFIP. Under the guidance of the Peel Development Commission, the Shire will deploy the ESP application and approval process as depicted in the figure below.

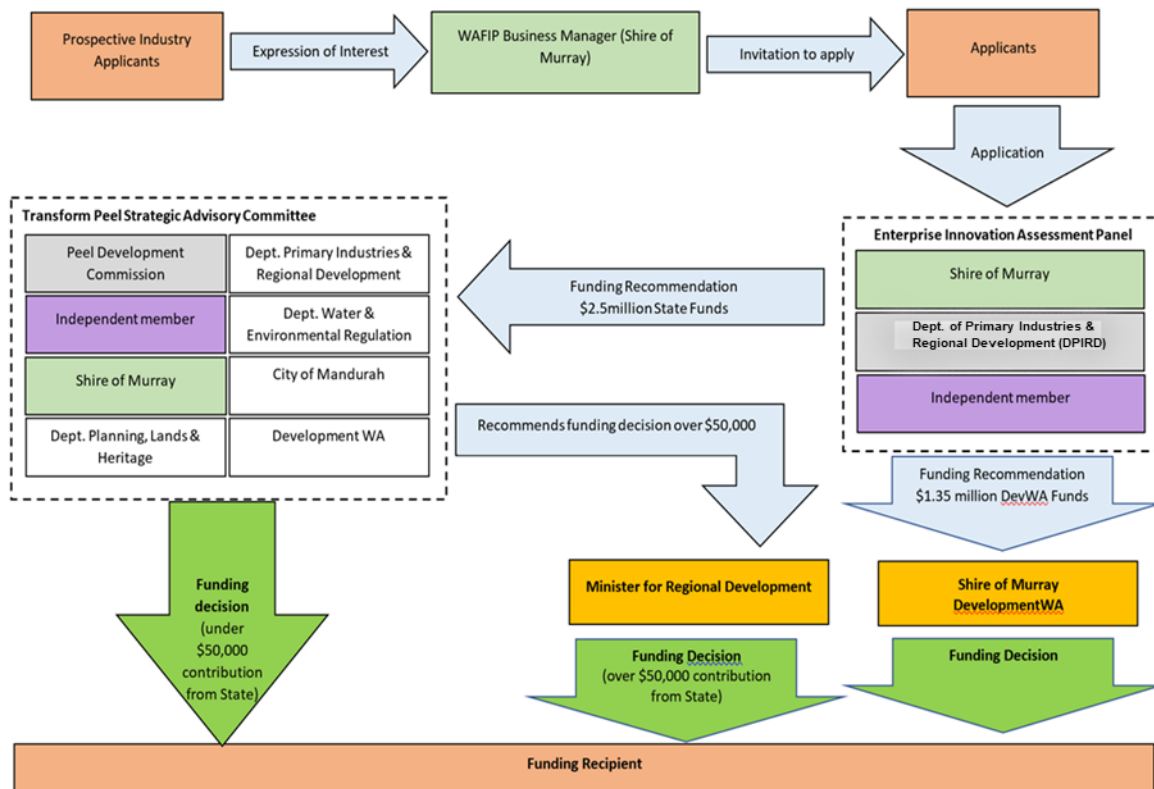


Figure 10 Enterprise Support Program - Application Approval Process

The ESP Activation strategy will be guided by the following approach:

1. Align overarching success imperatives of anchor tenants (Murdoch University & Grow Hub) with WAFIP (and that of the DPIRD broader primary industries strategy);
2. DPIRD, as a key stakeholder will need to be **engaged in** and **with** WAFIP to support the ESP activation strategy. The possible location of some DPIRD presence in the WAFIP will be one part of the engagement mechanism.
3. A potential DPIRD presence could be coupled with staff from other related organisations such as Austrade, Food Innovation Australia Limited (FIAL), the Future Food Systems CRC, Hort Innovation Australia and other international organisations as part of the exchange program planned by Grow Hub could be an important signalling mechanism to the wider market driving momentum towards the ESP.
4. Establish an ESP marketing and communication plan that will enable WAFIP to leverage a market 'pull'. This approach will be targeted at grower groups, medium sized enterprise and the relevant 401 agri-food businesses³ that have a focus on production, innovation, diversification, value added, research commercialisation and market access. It is important as part of the ESP attraction strategy to clearly articulate the difference (or synergy) with other publicly available grant programs e.g. DPIRD's Value Add Agribusiness Investment Attraction Fund to maximise effectiveness and reduce duplication.

³ GHD. 2017. Peel Business Park Transition Strategy - DPIRD

Agri-Food Businesses in Perth Peel Region by zone category¹

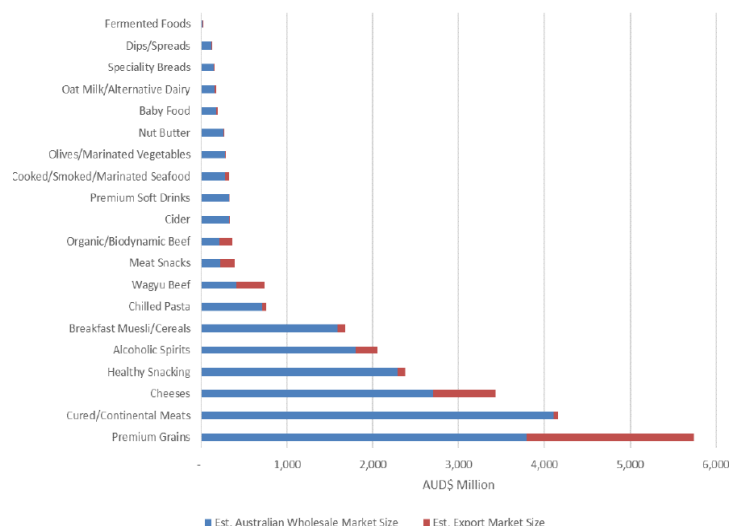
PRODUCTS	Zone Category					Total
	Industrial	Commercial	Agri/Rural	Development	Residential	
Gourmet	18	25	10	4	9	66
Fresh produce	19	8	10	5	2	44
Meat	30	6	3	2	1	42
Seafood	15	14		7		36
Food Wholesaler	18	5		2	3	28
Baking	21	4		1	1	27
Oils	21	1	1	3	1	27
Exporter/Importer	2	16	2	1	2	23
Packing	15	4				19
Drinks	8	3	2			13
Cereal	4	6		1	1	12
Transport/ Distribution	6	1	1		2	10
Brewing	4	1	4			9
Dairy	3	2	3			8
Wool	6	2				8
Flowers	1	3	1	2		7
Food service	4	2				6
Pet food	3		1			4
Skins and hides	1			1		2
Stockfeed	2					2
Association		2				2
Ingredients	1			1		2
Eggs					1	1
Cold Storage				1		1
Poultry processing	1					1
Equipment/ Machinery		1				1
Grand Total	203	106	38	31	23	401
Total (%)	51%	26%	9%	7%	6%	

¹ This data includes food manufacturers, processors, exporters, importers and transport distributors. does not include producers, wineries and broad scale agriculture businesses.

IDENTIFIED KEY OPPORTUNITIES (20)	ADDITIONAL HIGH POTENTIAL OPPORTUNITIES (16)	"BLUE SKY" OPPORTUNITIES (10)
<ul style="list-style-type: none"> Baby Food (excl. infant formula) Specialty Breads Organic/Biodynamic Beef Oat Milk/Alternative Dairy Wagyu Beef Premium Soft Drinks Cheeses Alcoholic Spirits Dips/Spreads Breakfast Muesli/Cereals Healthy Snacking Cured/Continental Meats Cider Meat Snacks Premium Grains Chilled Pasta Olives/Marinated Vegetables Fermented Foods Nut Butter Cooked/Smoked/Marinated Seafood 	<ul style="list-style-type: none"> Chilled Dressings Chilli/Hot Sauces Nut Oils Coffee Flavoured Oils Porridge/Oats Crackers Dessert Sauces/Toppings Bottled Water Gluten Free/Free From Bakery Goods Marron Truffles Ethnic Meal Kits Chilled Ready Meals Chutneys/Pickles/Relishes Frozen Smoothie Mix 	<ul style="list-style-type: none"> Breakfast Drinks Breakfast Bars/Biscuits Toddler Drinks Premium Age Care Nutritional Meals* Prepared Adult Nutritional Meals* Injury Recovery Meals* Australian Grown Tea Toddler Ready Meals Toddler Desserts Toddler Snacks
<ul style="list-style-type: none"> - Existing, capable producers in place in Western Australia - Can be progressed significantly within existing project timeframe 	<ul style="list-style-type: none"> - Existing WA producers are generally unknown or have low market awareness - Can be progressed in 5+ year timeframe 	

Source: Coriolis 2016

Identified key premium food opportunities for WA



Source: Coriolis 2016

Figure 11 Agrifood Businesses in Perth and Identified Opportunities (PBP Transition Strategy, GHD 2017; Coriolis 2016)

- Underpinned by the supply chain imperatives, and in consultation with the anchor tenants and ESP Innovation Panel, develop a prioritisation matrix to guide the selection process of ESP applicants;
- To ensure early successes, deploy at least 20% of the ESP in the WAFIP activation phase 2020-2021 followed by incremental increases in the subsequent year, where possible. Ensure progress reports and market updates are captured and appropriately communicated.

Utilisation	2020-21	2021-22	2022-23	2023-24	2024-25
ESP DPIRD	\$454,500	\$454,500	\$454,500	\$454,500	\$454,500
ESP SoM	\$236,000	\$236,000	\$236,000	\$236,000	\$236,000
Total ESP funding	\$690,500	\$690,500	\$690,500	\$690,500	\$690,500
1:1 Project Value	\$1.38M	\$1.38M	\$1.38M	\$1.38M	\$1.38M

7. Leverage the ESP to fill market gaps through new startups and/or entrepreneurs (either from local, regional WA or wider Australian market). Where needed, it will be imperative to seek a suitable external international catalyst (e.g. equipment supplier or large food manufacturer) to build capability in collaboration with WA business and participate in the WAFIP.
8. In due course, following consultation with WAFIP anchor tenants, industry and government representatives, and the relevant governance committees establish a targeted ‘pull’ strategy from the market to attract ESP applicants that address specific upstream or downstream gaps and look to scale up SMEs and create innovative capabilities through new startups. The table below is a mere representation of what needs to be considered.

ESP attraction targets	Target SMEs (~60%)	Target Start-ups (~40%)	Supply Chain
2022 - 23	TBC	TBC	Upstream / Downstream
2023 - 24			
2024 - 25			

9. Ensure a mentoring and advisory network is in place to support capability development. Ensure the Enterprise Innovation Panel and the Transform Peel Strategic Advisory Board provide oversight and leadership to meet the goals and deliver success for the ESP.
10. The success of the ESP in activating industry driven innovation initiatives in the WAFIP will provide insight to DPIRD and the associated governance committees to consider scaling up the ESP for a second tranche of funding to be made available. While the WAFIP experiences of the initial years will inform development of the second phase of the WAFIP, the success of the ESP will also enable the creation of a ripple effect of the ‘smart specialisation’ approach across WA.

6.7 SWOT Analysis

A SWOT analysis helps identify the strategic positioning of WAFIP within the broader industry context. The table below outlines how the WAFIP is currently positioned.

Strengths	Weaknesses
<ul style="list-style-type: none"> • WA Food Innovation Precinct – first of its kind in WA • Backed by WA DPIRD, Aus DITRDC, PDC and sound governance model in place • Enterprise Support Program in place • Local industry awareness and support • Murdoch University R&D support and engagement • Awareness and interest in Singapore via Fund Asia Ventures – pilot phase of container shipment has been complete in July 2020; commercialisation phase to commence from August to April 2021. • Funding for the WAFIP build has been secured 	<ul style="list-style-type: none"> • WA agrifood industry comprises of large number of small businesses that cannot scale without significant resource support • Ongoing negotiations on lease arrangements with anchor tenants can distract the attention from WAFIP activation • Minimal visibility over WAFIP related business plans of Murdoch University and Fund Asia Ventures which is preventing the development of a cohesive and joined up strategy • An externally communicated clear and consistent value proposition for WAFIP is absent
Opportunities	Threats
<ul style="list-style-type: none"> • Brand and Trademark for WAFIP that creates premium • Leverage ESP to attract industry • Collaborate with NZ Waikato Innovation Park and others to leapfrog pitfalls • Build (support) producer-grower coalitions to scale up • Export focus of the GrowHub (Fund Asia Ventures) to key markets in Asia • Access to Murdoch University faculty and students to discover value added opportunities • Build a strong supply chain backbone for export and leverage WA proximity to high value markets in Asia • Build a strong, digital hub-and-spokes model into WA regions emerging from WAFIP 	<ul style="list-style-type: none"> • Continuing impact of COVID 19 on supply chain • Failed negotiations or change in strategy by Murdoch University and/or Fund Asia Ventures will severely impact the WAFIP (as well as reputation and credibility) • Weak governance and engagement model in the WAFIP will hinder the vision • Changes in political and/or bureaucratic leadership can negatively impact ongoing support for WAFIP • A weak activation phase in 2020-21 will hinder the credibility of WAFIP with DPIRD and other stakeholders

Figure 12 WAFIP Swot Analysis

To ensure agility in WAFIP’s business model, it is imperative that the ‘strengths’ & ‘opportunities’ are deployed to offset or minimise ‘threats’ and ‘weakness’. This requires the following considerations:

- Activation:** Strengthen the ‘stickiness’ of the anchor tenants with WAFIP finalising lease negotiations, familiarising with their business plans, articulating their role and value add to WAFIP across the upstream-downstream activities;
- Scale:** Target the use of Enterprise Support Package to (i) medium sized agrifood businesses (coalitions) (ii) seeking presence and/or association with WAFIP;
- Capability:** Attach Murdoch R&D staff and students to agrifood start-ups and small businesses to build momentum in the activation phase;
- Brand, Certification and Trademark:** Secure commitment to create a (State & Austrade supported) brand, industry certification and trademark attached to WAFIP which will propel interest in agrifood producing and servicing.

6.8 Marketing and Communications

The success of WAFIP relies on the achievements of those within its ecosystem of partners, and collaborators. To build a vibrant ecosystem it is important that WAFIP’s value proposition is clearly communicated internally and externally. This requires a sound marketing and communications plan to be in place. WAFIP’s marketing strategy will encompass the following:

	WAFIP Objective	Marketing Goal	Marketing Strategy	Key Actions
WAFIP MARKETING APPROACH	Awareness of WAFIP	Increase the number of individuals and organisations that know WAFIP	Promote WAFIP through social media, web and community events	<ul style="list-style-type: none"> • Develop a WAFIP brand • Appoint agency and develop marketing/advertising campaign that achieves objectives for key target segments: • Small and Medium Enterprises, WA Agri-Food Industry, University students • Incorporate social media handle, print and digital material • Develop a dynamic WAFIP microsite • Establish WAFIP designated LinkedIn and Twitter Channels • Establish and promote database subscriptions to enable distribution of regular communication material
	Industry collaboration with WAFIP	Increase the number of organisations seeking to locate in or engage with WAFIP activity	Aligned with the WA agrifood market segments, promote WAFIP activities	<ul style="list-style-type: none"> • Identify key market segments across the supply chain • Collaborate with the WAFIP anchor tenants to understand • their business needs and provide market intelligence and feedback

	WAFIP as a 'one-stop-shop'	Increase the stickiness of those engaged with WAFIP	Benchmark WAFIP with international food innovation precincts	<ul style="list-style-type: none"> Assess the viability of a subscription model to WAFIP and the services sought by potential members
	Utilisation of the Enterprise Support Program (ESP)	Generate steady enquiries to the ESP	Promote the ESP via industry networks	<ul style="list-style-type: none"> Develop ESP related information material Set up a dedicated ESP email address
	Deliver impact through the ESP	Communicate the outcomes from the ESP – application outcomes and success stories	Promote the ESP	<ul style="list-style-type: none"> Develop a mechanism to communicate ESP application outcomes and ongoing updates from ESP proponents Develop ESP case studies and stories

Regular communication with internal and external stakeholders is equally important to ensure involvement transitions to sustained engagement. WAFIP's communication plan will adopt the following approach:

Stakeholder	Role	Interest	Channel	Frequency	Perf. Measure
Government - DPIRD, PDC, SoM Council, Australian Govt	Governance Fundors	WAFIP Activation & Operationalisation	<ul style="list-style-type: none"> Governance Committee Briefing – Written and Verbal 	Quarterly	Feedback from relevant Committee Chairs & members including DPIRD
Anchor tenants	Core Collaborator	WAFIP progress	<ul style="list-style-type: none"> Email Meetings 	Fortnightly	Feedback from anchor tenants
Sub-tenants	Industry Collaborator	WAFIP developments	<ul style="list-style-type: none"> Newsletter Microsite/intranet (SoM website) purpose built for sub-tenants 	Monthly Regular	Survey feedback

Grower Groups, SMEs	Industry Co-operators	WAFIP understanding of value proposition and updates Enterprise Support Program	<ul style="list-style-type: none"> • Newsletter • Social Media • Industry publications • Public facing microsite • Events at WAFIP 	Monthly Ongoing	Website statistics Followers, web traffic Database sign-ups Sentiment monitoring ESP interest & conversion of EOIs to successful applications
WA Agrifood Industry	Community	WAFIP understanding of value proposition, development and updates Collaboration opportunities	<ul style="list-style-type: none"> • Public facing microsite • Events at WAFIP • Industry publications • Social Media • WAFIP newsletters/industry updates • Mainstream media 	Regular	Website statistics Attendance
Youth (University Students)	Community	WAFIP development	<ul style="list-style-type: none"> • Events at WAFIP • Social media • University publications, university events including open days, expos • Job fairs • Collaboration with university reps to develop feeder program/collaboration opportunities including placement / internships 	Regular	Attendance Followers and web traffic Lead generation Establishment of program and number of students participating in programs

<p>Murray Residents and Ratepayers</p>	<p>Community</p>	<p>WAFIP developments, understanding of value proposition in terms of shire economic development, resilience and sustainability, job creation and business opportunities</p>	<ul style="list-style-type: none"> • SoM social media channels and publications • Microsite • SoM website • Local media • Mainstream media 	<p>Regular especially around milestones</p>	<p>Sentiment Reach Website statistics</p>
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6.9 Organisation chart

The Shire will appoint a WAFIP Business Manager, reporting to the CEO, to lead the activation of WAFIP. Given the business model to be deployed by the Shire, it is anticipated that in the activation and launch phase the Business Manager will be the only employee attached to the WAFIP.

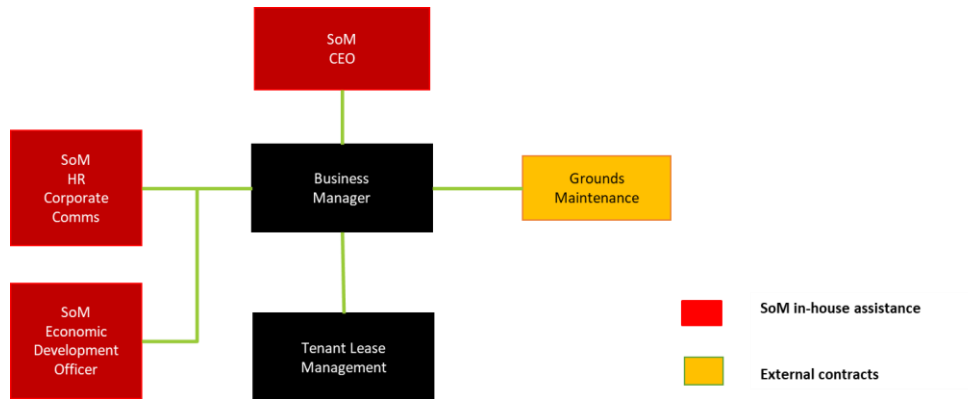


Figure 13 WAFIP - Shire of Murray Organisation Chart

It is expected that the WAFIP Business Manager will;

- Develop plans to underpin the success of the Western Australian Food Innovation Precinct (WAFIP) as a sustainable enterprise which hosts a number of innovative Agtech and Foodtech businesses and other organisations at different stages of the business lifecycle.
- Secure suitable business and organisations to become tenants.
- Establish operating procedures and systems for the WAFIP.
- Develop and implement a market access (domestic and export) strategy for the WAFIP.
- Establish the Enterprise Support Program for the WAFIP.
- Manage the Enterprise Support Program for the WAFIP and support producers and business applications to access the ESP.
- Provide appropriate support to head lease tenants to facilitate collective success.
- Implement direction as set by the WAFIP Governance Committee;
- Establish operating procedures and systems for the WAFIP.

The Shire of Murray will provide support to the WAFIP Business Manager through its existing organisation structure utilising;

- Corporate Services: Human Resources, Finance, governance
- Communications Team: Marketing and Communications support
- Technical Services
- Building Maintenance
- Parks and Gardens

The Shire of Murray will deliver Facilities Management services to the WAFIP covering - restorative maintenance, building maintenance, general administration, regulatory testing and inspection, insurance and parks & gardens maintenance.

6.10 Management & Ownership

The WAFIP, once constructed will be owned by the Shire of Murray.

Murdoch University and the GrowHub are in the advanced stages of lease negotiations with the Shire to become anchor tenants for a minimum period of 5 years with the option to extend lease or purchase facilities. Lessees will be responsible for outgoings and maintenance of internal, with the Shire of Murray responsible for the building structure maintenance, asset replacement, and maintenance of common areas.

As WAFIP develops, the Shire will consider feasibility-viability options on an ongoing basis to activate other parts of the precinct where interest emerges.

6.11 Governance

The WAFIP will have an overarching governance structure as depicted in the figure below. Three levels of governance will guide the WAFIP operations. These include:

1. **WAFIP Governance Committee:** responsible for strategic direction and performance of WAFIP.
2. **WAFIP Enterprise Innovation Panel:** accountable for Enterprise Support Program.
3. **Transform Peel Strategic Advisory Board:** accountable for the overall strategic direction and progress of the Transform Peel initiative.

Note: Membership to the governance bodies will be considered regularly where further value can be created for the WAFIP e.g. additional anchor tenants join the WAFIP Governance Committee.

Each of the governing entities will be guided by the following objectives:

1. Deliver on the fundamental purpose set out for Transform Peel through leadership and strategy;
2. Adopt a governance approach that ensures Shire of Murray is in the best place to succeed in delivering on the vision;
3. Ensure responsibility and accountability are clearly allocated to the relevant organisations/individuals involved;
4. Ensure high standards of compliance, transparency and risk management in the operations of Western Australian Food Innovation Precinct;
5. Adopt sound management and operational practices in the functioning of the Western Australian Food Innovation Precinct;
6. Ensure the Western Australian Food Innovation Precinct is a vital hub to the food science, research and innovation ambition of WA.
7. Pursue innovation-led growth through positive stakeholder relationships thereby creating long term value in the Western Australian Food Innovation Precinct.
8. Ensure the collection of sufficient quantitative and qualitative data on the operations of the WAFIP, including from leaseholder operations that can comprehensively demonstrate WAFIP's value proposition.

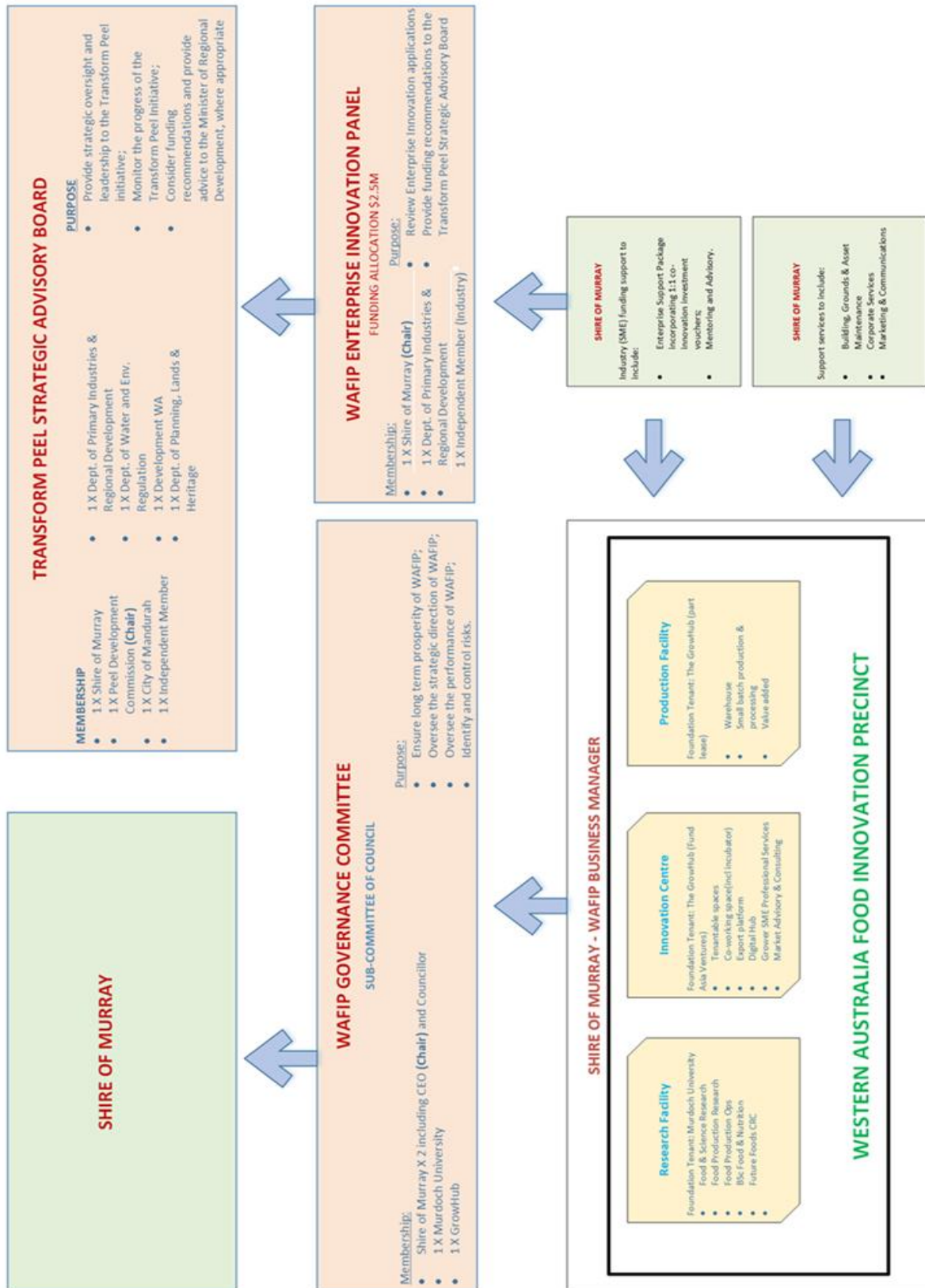


Figure 14: WAFIP Governance Structure

<p>WAFIP Governance Committee Chair: SoM CEO</p> <ul style="list-style-type: none"> • Ensure long term prosperity of WAFIP; • Oversee the strategic direction of WAFIP; • Oversee the performance of WAFIP; • Identify and control risks. <p>Stakeholders: Foundation Tenants including Murdoch University, The GrowthHub (Fund Asia Ventures) and associated tenants at the Innovation Centre and Production Facility</p> <p>Performance measures:</p> <ol style="list-style-type: none"> 1. Progress towards activation and launch including lease execution, robust business plans for foundation tenants, local industry engagement; 2. Joint establishment & monitoring of KPIs with foundation tenants including R&D commercialisation, graduate trainees, co-working and incubator outcomes, export quantities etc 	<p>WAFIP Enterprise Innovation Panel Chair: SoM CEO</p> <table border="1"> <tr> <td data-bbox="325 1048 1214 1429"> <p>STATE FUNDS \$2.5m</p> <ul style="list-style-type: none"> • Maintain oversight of the Enterprise Support Program (ESP) • Review Enterprise Innovation applications • Deliver funding recommendations to the Transform Peel Strategic Advisory Board <p>Stakeholders: WA agri-producers and SMEs, DPIRD, PDC, SoM</p> <p>Performance measures:</p> <ol style="list-style-type: none"> 1. Industry engagement and utilisation of the ESP; 2. Monitoring of the ESP outcomes and associated industry (innovation) impacts; 3. Industry feedback on process to access and deploy the ESP. </td> <td data-bbox="325 658 1214 1039"> <p>SoM DIRECT FUNDS</p> <ul style="list-style-type: none"> • Maintain oversight of the Enterprise Support Program (ESP) • Review Enterprise Innovation applications • Deliver funding recommendations to the Shire of Murray <p>Stakeholders: WA agri-producers and SMEs, DPIRD and DevWA, PDC, SoM</p> <p>Performance measures:</p> <ol style="list-style-type: none"> 1. Industry engagement and utilisation of the ESP; 2. Monitoring of the ESP outcomes and associated industry (innovation) impacts; 3. Industry feedback on process to access and deploy the ESP. </td> </tr> </table>	<p>STATE FUNDS \$2.5m</p> <ul style="list-style-type: none"> • Maintain oversight of the Enterprise Support Program (ESP) • Review Enterprise Innovation applications • Deliver funding recommendations to the Transform Peel Strategic Advisory Board <p>Stakeholders: WA agri-producers and SMEs, DPIRD, PDC, SoM</p> <p>Performance measures:</p> <ol style="list-style-type: none"> 1. Industry engagement and utilisation of the ESP; 2. Monitoring of the ESP outcomes and associated industry (innovation) impacts; 3. Industry feedback on process to access and deploy the ESP. 	<p>SoM DIRECT FUNDS</p> <ul style="list-style-type: none"> • Maintain oversight of the Enterprise Support Program (ESP) • Review Enterprise Innovation applications • Deliver funding recommendations to the Shire of Murray <p>Stakeholders: WA agri-producers and SMEs, DPIRD and DevWA, PDC, SoM</p> <p>Performance measures:</p> <ol style="list-style-type: none"> 1. Industry engagement and utilisation of the ESP; 2. Monitoring of the ESP outcomes and associated industry (innovation) impacts; 3. Industry feedback on process to access and deploy the ESP. 	<p>Transform Peel Strategic Advisory Board Chair: PDC</p> <ul style="list-style-type: none"> • Provide strategic oversight and leadership to the Transform Peel initiative; • Monitor the progress of the TP Initiative; • Review funding recommendations and provide advice to the Minister of Regional Development <p>Stakeholders: DPIRD, DevWA, DWER, DPLH, City of Mandurah, PDC, SoM</p> <p>Performance measures:</p> <ol style="list-style-type: none"> 1. Sustain State and Federal government and wider industry stakeholder commitment to Transform Peel; 2. Raise awareness and marketability of WAFIP as the WA hub of food innovation; 3. Facilitate growth opportunities for industry and community via Transform Peel.
<p>STATE FUNDS \$2.5m</p> <ul style="list-style-type: none"> • Maintain oversight of the Enterprise Support Program (ESP) • Review Enterprise Innovation applications • Deliver funding recommendations to the Transform Peel Strategic Advisory Board <p>Stakeholders: WA agri-producers and SMEs, DPIRD, PDC, SoM</p> <p>Performance measures:</p> <ol style="list-style-type: none"> 1. Industry engagement and utilisation of the ESP; 2. Monitoring of the ESP outcomes and associated industry (innovation) impacts; 3. Industry feedback on process to access and deploy the ESP. 	<p>SoM DIRECT FUNDS</p> <ul style="list-style-type: none"> • Maintain oversight of the Enterprise Support Program (ESP) • Review Enterprise Innovation applications • Deliver funding recommendations to the Shire of Murray <p>Stakeholders: WA agri-producers and SMEs, DPIRD and DevWA, PDC, SoM</p> <p>Performance measures:</p> <ol style="list-style-type: none"> 1. Industry engagement and utilisation of the ESP; 2. Monitoring of the ESP outcomes and associated industry (innovation) impacts; 3. Industry feedback on process to access and deploy the ESP. 			

Figure 15 WAFIP Governance - Terms of Reference, Stakeholder and Performance Measures

6.12 Milestones and KRA/KPIs

WAFIP will work to the following timeline to deliver on the agreed mission. The key result areas (KRAs) and associated key performance indicators (KPIs) are listed below. The WAFIP Governance Committee will have oversight of these milestones while the operationalisation of these KPIs will be the responsibility of the WAFIP Business Manager.

Phase	Timeline	WAFIP KRA	KPI
Activation	2020	Business Plan	Signed off by SoM Council and DPIRD by October 2020
	2020	Design Build	Design completed by September 2020 Construction commences January 2021 & is completed on schedule and within budget
	2020	Anchor Tenants	Lease arrangements executed by December 2020
	2021	Enterprise Support Program	Strategies are aligned linking ESP with business plans of anchor tenants and industry need Effect of targeted marketing and outreach activities on ESP enquiries Industry enquiries conversion to applications with target ESP utilisation of 20%
		Anchor Tenants	WAFIP support to the operationalisation of business plans for the tenants (KPIs as per tenant business plan)
		Brand, Certification & Trademark	WAFIP brand, certification and trademark has been established; value proposition is started to gain traction with WA industry measured through feedback, social media and other relevant avenues
		Annual Review	Undertake annual review & update of the WAFIP business plan

Operational	2022 - 23	Launch	WAFIP launch on schedule with at least 85% occupancy by mid- 2022
		Operational	Activities commence in R&D, production, value added and service activities at WAFIP - measured by activity growth, production volume and value traded.
		Annual Review	Undertake annual review & update of the WAFIP business plan
Scale-up & Growth	2024 – 25	Growth	Growth in activities continue, increase in tenancy interest, jobs created, GDP contribution via WAFIP
	Ongoing	Governance	Effect of tangible meeting outcomes on WAFIP progress Engagement & commitment of members (80% attendance)
		Business Plan	Half-Yearly review & course correction of WAFIP Business Plan and associated financial and risk models
		Annual Review	Undertake annual review and update of the WAFIP business plan
		Comprehensive 3-year review	Undertake a comprehensive 3-year review to inform the second phase of WAFIP

6.13 Financial Modelling

Given the WAFIP business model, four financial models have been developed against specific scenarios. Specific assumptions have been associated with each of the scenarios to test the financial outcomes for WAFIP. These scenarios are as follows:

SCENARIO 1_PREFERRED
WAFIP lease arrangements are executed

Timeline:
2020 – 2021: Activation – anchor tenant lease in place, industry engagement underway, 20% of the Enterprise Support Program is activated in Year 1.
2022 – 2023: Operational – WAFIP launched, (sub) tenants move in, production, research and commercialisation activities commences, \$2m ESP utilised
2024 – 2026: Scale-up & Growth – WAFIP grows, considerations commence to activate TP Phase II.
Financial: Breakeven is achieved at launch in 2022. \$645K surplus accumulated in 2025 is contributed to WAFIP Innovation Fund.

SCENARIO 4_BLACK_SWAN_EVENT
WAFIP lease arrangements are delayed until 2022

Timeline:
2020 – 2023: Extended Activation – Significant delays occur all round including utilisation of ESP.
2024: Extended Operational – Anchor tenants are operational in 2024 including production and warehouse activities. SoM unable to plug the ESP shortfall of \$400K
2025 - 2026 : Growth and scale up;
Financial: Accumulated losses of \$511K in 2025

SCENARIO 2_GROWHUB_RISK
WAFIP lease arrangements with MU executed

Timeline:
2020 – 2022: Extended Activation – GrowHub negotiations fall through; new anchor tenant has to be identified for the Innovation Centre; ESP utilisation as per plan.
2023 – 2026: Extended Operational – Anchor tenants are operational in 2023 including production and warehouse activities.
2027 : TP Phase II considered;
Financial: SoM unable to plug the ESP shortfall of \$400K; Near break-even is achieved only in 2025

SCENARIO 3_MURDOCH_RISK
WAFIP lease arrangement with GrowHub executed

Timeline:
2020 – 2022: Extended Activation – MU negotiations fall through; new anchor tenant has to be identified for R&D facility; ESP utilisation as per plan.
2023 – 2026: Extended Operational – Anchor tenants are operational in 2023 including production and warehouse activities.
2027 : TP Phase II considered;
Financial: Break-even is achieved in 2023. \$569K surplus accumulated is contributed to WAFIP Innovation Fund. SoM unable to recoup costs.

It is prudent to note that the Shire is not motivated by a commercial return. However, any annual surpluses generated by the WAFIP will be used to recoup relevant Shire costs after which surpluses will be allocated to growing the innovative Enterprise Support Program.

Scenario 1_Preferred

				SCENARIO 1_PREFERRED					
				2020	2021	2022	2023	2024	2025
Year				0	1	2	3	4	5
				\$000	\$000	\$000	\$000	\$000	\$000
Profit and Loss									
	Leasing facility	Area m2	Rate/m2						
Tenant 1	R&D Facility (Murdoch University)	1564	\$ 50			78	78	78	78
	Contribution		\$ 60			94	94	94	94
Tenant 2	Innovation Centre (GrowHub)	1741	\$ 50			87	87	87	87
	Contribution		\$ 60			104	104	104	104
Tenant 3	Warehouse (GrowHub (part))	800	\$ 50			40	40	40	40
	Contribution		\$ 60			48	48	48	48
Tenant 4	Production (TBA)	484	\$ 50			24	24	24	24
	Contribution		\$ 60			29	29	29	29
		4589							
	Enterprise Support Program - Admin fee (DPIRD)				45	45	45	45	45
	Enterprise Support Program - Admin Fee (SoM)				24	24	24	24	24
	Other Income - FoodTrust & Trademark					60	69	80	92
	Shire of Murray contribution				140	50			
	Total Revenue				209	684	643	653	666
	Business Manager		\$ 44		202	208	214	221	227
	Total Personnel				-	202	208	214	221
Shire of Murray Contribution	Travel				3	12	13	13	14
	Administration				3	16	18	19	21
	Marketing				3	22	24	27	29
	Equipment & Maintenance				3	8	8	9	9
	Other				2	14	15	17	19
	Facilities Management		\$ 25			115	118	122	125
	Total General/Operating Expenditure				-	13	187	196	207
	Program								
	WAFIP Branding & Trademark - design & maintenance				10	20	23	26	30
	WAFIP SME Digital Platform (FoodTrust)				10	40	46	52	61
	Total Expenses				-	235	454	479	506
	Net Surplus / Deficit				-	(26)	230	164	130
	SoM Innovation Fund (cumulative)					204	368	515	645
	Notes:								
	1. Facilities Management comprises restorative maintenance, building maintenance, administrative general, regulatory testing and inspection, insurance and parks & gardens contract; 2. SoM will continue to consider feasibility-viability options to activate other parts of the precinct should interest emerge. 3. SoM will cease contribution of \$50K to the WAFIP once it achieves breakeven.								

Scenario 2_RISK_GROWHUB

				SCENARIO 2_RISK_GROWHUB					
				2020	2021	2022	2023	2024	2025
Year				0	1	2	3	4	5
				\$000	\$000	\$000	\$000	\$000	\$000
Profit and Loss									
	Leasing facility	Area m2	Rate/m2						
Tenant 1	R&D Facility (Murdoch University)	1564	\$ 50			78	78	78	78
	Contribution		\$ 60			94	94	94	94
Tenant 2	Innovation Centre (GrowHub)	1741	\$ 50			-	87	87	87
	Contribution		\$ 60				104	104	104
Tenant 3	Warehouse (GrowHub (part))	800	\$ 50				40	40	40
	Contribution		\$ 60				48	48	48
Tenant 4	Production (TBA)	484	\$ 50			-	24	24	24
	Contribution		\$ 60				29	29	29
		4589							
	Enterprise Support Program - Admin fee (DPIRD)				45	45	45	45	45
	Enterprise Support Program - Admin Fee (SoM)				24	24	24	24	24
	Other Income - FoodTrust & Trademark					10	42	47	54
	Shire of Murray contribution				140	50	50	50	50
	Total Revenue				209	301	666	671	677
	Business Manager		\$ 44		202	208	214	221	227
	Total Personnel				-	202	208	214	221
	Travel				3	12	13	13	14
	Administration				3	16	18	19	21
	Marketing				3	22	24	27	29
	Equipment & Maintenance				3	8	8	9	9
	Other				2	14	15	17	19
	Facilities Management		\$ 25			115	118	122	125
	Total General/Operating Expenditure				-	13	187	196	218
	Program								
	WAFIP Branding & Trademark - design & maintenance				10	10	14	16	18
	WAFIP SME Digital Platform (FoodTrust)				10	10	28	31	35
	Total Expenses				-	235	529	596	623
	Net Surplus / Deficit				-	(26)	(228)	96	54
	SoM Innovation Fund (cumulative)					(254)	(159)	(83)	(29)
	Notes:								
	1. Facilities Management comprises restorative maintenance, building maintenance, administrative general, regulatory testing and inspection, insurance and parks & gardens contract;								
	2. SoM will continue to consider feasibility-viability options to activate other parts of the precinct should interest emerge.								

SCENARIO 3_RISK_MU

				SCENARIO 3_RISK_MU					
				2020	2021	2022	2023	2024	2025
Year				0	1	2	3	4	5
				\$000	\$000	\$000	\$000	\$000	\$000
Profit and Loss									
	Leasing facility	Area m2	Rate/m2						
Tenant 1	R&D Facility (Murdoch University)	1564	\$ 50				78	78	78
	Contribution		\$ 60				94	94	94
Tenant 2	Innovation Centre (GrowHub)	1741	\$ 50			87	87	87	87
	Contribution		\$ 60			104	104	104	104
Tenant 3	Warehouse (GrowHub (part))	800	\$ 50			40	40	40	40
	Contribution		\$ 60			48	48	48	48
Tenant 4	Production (TBA)	484	\$ 50			-	24	24	24
	Contribution		\$ 60				29	29	29
		4589							
	Enterprise Support Program - Admin fee (DPIRD)				45	45	45	45	45
	Enterprise Support Program - Admin Fee (SoM)				24	24	24	24	24
	Other Income - FoodTrust & Trademark					50	57	65	74
	Shire of Murray contribution				140	50	50	50	50
	Total Revenue				209	449	681	689	698
	Business Manager		\$ 44		202	208	214	221	227
	Total Personnel				-	202	208	214	221
Shire of Murray Contribution	Travel				3	12	13	13	14
	Administration				3	16	18	19	21
	Marketing				3	22	24	27	29
	Equipment & Maintenance				3	8	8	9	9
	Other				2	14	15	17	19
	Facilities Management		\$ 25			115	118	122	125
	Total General/Operating Expenditure				-	13	187	196	218
	Program								
	WAFIP Branding & Trademark - design & maintenance				10	17	19	21	25
	WAFIP SME Digital Platform (FoodTrust)				10	33	38	43	49
	Total Expenses				-	235	444	467	519
	Net Surplus / Deficit				-	(26)	4	214	180
	SoM Innovation Fund (cumulative)					(22)	192	389	569
	Notes:								
	1. Facilities Management comprises restorative maintenance, building maintenance, administrative general, regulatory testing and inspection, insurance and parks & gardens contract;								
	2. SoM will continue to consider feasibility-viability options to activate other parts of the precinct should interest emerge.								

SCENARIO 4 _ BLACK SWAN EVENT

				SCENARIO 4_BLACK_SWAN					
				2020	2021	2022	2023	2024	2025
Year				0	1	2	3	4	5
				\$000	\$000	\$000	\$000	\$000	\$000
Profit and Loss									
	Leasing facility	Area m2	Rate/m2						
Tenant 1	R&D Facility (Murdoch University)	1564	\$ 50				-	78	78
	Contribution		\$ 60					94	94
Tenant 2	Innovation Centre (GrowHub)	1741	\$ 50			-	-	87	87
	Contribution		\$ 60					104	104
Tenant 3	Warehouse (GrowHub (part))	800	\$ 50			-	-	40	40
	Contribution		\$ 60					48	48
Tenant 4	Production (TBA)	484	\$ 50			-	-	24	24
	Contribution		\$ 60					29	29
		4589							
	Enterprise Support Program - Admin fee (DPIRD)				45	45	45	45	45
	Enterprise Support Program - Admin Fee (SoM)				24	24	24	24	24
	Other Income - FoodTrust & Trademark					5	6	60	69
	Shire of Murray contribution				140	50	50	50	50
	Total Revenue				69	74	75	634	643
	Business Manager		\$ 44		202	208	214	221	227
	Total Personnel				-	202	208	214	227
Shire of Murray Contribution	Travel				3	8	8	12	13
	Administration				3	12	13	16	18
	Marketing				3	17	19	22	24
	Equipment & Maintenance				3	5	5	8	8
	Other				2	8	8	14	15
	Facilities Management		\$ 25			115	118	122	125
	Total General/Operating Expenditure				-	13	164	172	194
	Program								
	WAFIP Branding & Trademark - design & maintenance				10	10	10	20	23
	WAFIP SME Digital Platform (FoodTrust)				10	10	10	40	46
	Total Expenses				-	235	392	474	499
	Net Surplus / Deficit				-	(166)	(318)	160	144
	SoM Innovation Fund (cumulative)					(484)	(815)	(655)	(511)
	Notes:								
	1. Facilities Management comprises restorative maintenance, building maintenance, administrative general, regulatory testing and inspection, insurance and parks & gardens contract;								
	2. SoM will continue to consider feasibility-viability options to activate other parts of the precinct should interest emerge.								

7. RISK IDENTIFICATION AND MANAGEMENT

The following table provides a list of risks that have been identified as part of the initial business planning process. Alongside the risks, the table also outlines the associated risk levels and mitigating strategies with the responsible organisation and/or individual.

Identified Risk	Category	Probability H/ M/ L	Impact H/M/L	Risk Level H/M/L	How will we manage this risk?	Who is responsible?
DPIRD support to WAFIP waivers	Strategic	L	M	M	Continue managing the relationship via TPSAC and PDC	SoM, PDC
Industry engagement with WAFIP is less than optimum	Strategic	M	M	M	WAFIP Governance Committee and Business Manager engagement	Tenants, WAFIP Business Manager
Governance arrangements do not add value to WAFIP mission	Strategic	L	L	L	Clear allocation of responsibility and accountabilities must be in place	SoM
Community engagement and affiliation with WAFIP is less than optimum	Strategic	M	M	M	Marketing and Communications Plan	SoM
Failed lease negotiations with anchor tenant - Murdoch University	Management	L	H	H	Continue relationship building and advisory to tenant, explore Plan B	SoM
Failed lease negotiations with anchor tenant - The GrowHub (Fund Asia Ventures)	Management	M	M	H	Continue relationship building and advisory to tenant, explore Plan B	SoM
Weak activation phase in 2020-21 impacts operational and growth phase	Management	M	H	H	Establish key milestones and track progress with WAFIP Governance Committee	WAFIP Governance Committee
WAFIP build - project plan misses deadline resulting in the delayed launch	Management	M	H	H	Monitor Project Plan	WAFIP Governance Committee
WAFIP brand is ineffective	Management	M	M	M	Establish brand and marketing strategy with tenants	WAFIP Business Manager
WAFIP Production Facility is not leased and/or under utilised for warehouse, production and processing	Management	H	M	H	Sustain discussions with the GrowHub and link grower groups	WAFIP Business Manager
SoM unable to provide support services to WAFIP - Business Manager & Facilities Management	Management	L	M	M	SoM to ascertain stage-gate approach to service provision	SoM
Anchor tenant business and operating plans are incongruent to WAFIP mission	Operational	M	H	H	Continue relationship building and advisory to tenant	SoM & WAFIP Business Manager
COVID-19 impacts the activation phase, supply chain and has unintended consequences on WAFIP	Operational	M	H	H	Monitor COVID-19 situation in WA and identify likely impact areas	WAFIP Business Manager
Anchor tenants look to exit earlier than 5 years	Operational	M	H	H	Clarify exit clauses in lease agreement; manage relationships	WAFIP Governance Committee
WAFIP Business Concierge Services Package is not in line with tenant expectations	Operational	M	M	M	Engage in discussions with tenants	SoM & WAFIP Business Manager
Enterprise Support Program is not fully committed	Operational	L	L	L	In discussions with tenants, put in place a industry outreach initiative	WAFIP Enterprise Innovation Panel

Figure 16 WAFIP Risk Identification and Management

8. Appendix I – Attachments

8.1 Asset Management Plan

8.2 The GrowHub: Retail Business Plan

Outstanding Council Resolutions



Open Resolutions/Items

Name	Owner	Start Date	End Date	Status	Complete %	Recommendation/Council Decision	Progress Comment	Last Updated
OCM 27 August 2020 - Item 11.9 Lease Request – Dwellingup Hall – Dwellingup Community Compact Incorporated	Krystal Dawe	27/08/2020		In Progress	50	That Council: 1.supports a lease agreement being entered into with the Dwellingup Community Compact Inc group, on behalf of the Dwellingup Teenz, for the portion of the Dwellingup Community Hall on Reserve 20198, identified in Appendix 13 for a period of one year with a similar option period, subject to the consent of the Minister for Lands being obtained; and 2.authorises the Chief Executive Officer to negotiate and endorse a lease agreement with the annual rent being \$100 (ex GST) and a \$100 (ex GST) per annum administration fee.	Draft lease being prepared for negotiation with the Dwellingup Community Compact / Dwellingup Teenz following Council's endorsement of the Shire entering into a lease with the parties for a component of the Dwellingup Community Hall	Krystal Dawe Sep 15, 2020 08:09 AM
OCM 27 August 2020 - Item 11.8 The Exchange - Covid-19 Recovery Project	Dean Unsworth	27/08/2020		In Progress	5	Recommendation attached <input type="checkbox"/>	Internal meeting held to discuss approach.	Rod Peake Sep 1, 2020 03:39 PM
OCM 27 August 2020 - Item 10.1.2 Amalgamation of Shire of Murray and Shire of Waroona Local Emergency Management Committees	Ron Porter	27/08/2020		In Progress	80	That Council supports: 1.the amalgamation of the Shire of Murray and Shire of Waroona Local Emergency Management Committees; and 2.the Chief Executive Officer overseeing the formation of a Working Group to establish the administration arrangements of the combined Local Emergency Management Committee and then seek final endorsement from the State Emergency Management Committee.	Identical item endorsed by the Shire of Waroona LEMC on the 2/09/2020, to be presented to the Ordinary Council Meeting on the 22/09/2020 for ratification. A working group establishing combined structure and administration arrangements will then be formed, before final endorsement is sought from State Emergency Management Committee (SEMC).	Ron Porter Sep 14, 2020 03:03 PM
OCM 27 August 2020 - Item 10.1.1 Beach Emergency Number (BEN) Signs	Ron Porter	27/08/2020		In Progress	50	That Council supports: 1.suitable locations being identified adjacent to the Peel Inlet and along the Murray and Serpentine Rivers, in consultation with stakeholders, for the potential installation of Beach Emergency Number (BEN) signs; 2.investigations be made into additional Beach Emergency Number (BEN) sign locations at approved and dedicated mountain bike and 4WD trail heads in the Dwellingup region; 3.correspondence be sent to the Director General of the Department of Biodiversity Conservation and Attractions seeking support for the installation of Beach Emergency Number (BEN) signs at suitable locations within the Lane Poole Reserve, Dwellingup; 4.grant funding options be investigated to offset the costs associated with the installation of Beach Emergency Number (BEN) signs within the district; and 5.a further report to be presented to Council to consider costs should grant funding not be secured.	Identical item endorsed by the Shire of Waroona LEMC on the 2/09/2020, to be presented to the Ordinary Council Meeting on the 22/09/2020, will then progress both Council recommendations as a single project.	Ron Porter Sep 14, 2020 03:03 PM

Name	Owner	Start Date	End Date	Status	Complete %	Recommendation/Council Decision	Progress Comment	Last Updated
OCM 23 July 2020 - Item 11.10 Approval of Innovation Voucher Scheme	David Arkwright, De	23/07/2020		In Progress	50	<p>1.supports the establishment of the Enterprise Support Grant Fund (ESGF) between DevelopmentWA and the Shire of Murray in an amount of \$950,000 (ex-GST), the funding to be contributed by DevelopmentWA;</p> <p>2.accepts the \$2.5 million (ex-GST) from the State Government towards the ESGF;</p> <p>3.acknowledges that a further \$400,000 (ex-GST) is to be funded by way of Agri Innovation Precinct rent and State and Federal Grant Applications towards the ESGF;</p> <p>4.endorses the Memorandum of Understanding in Appendix 16 be signed between DevelopmentWA and the Shire of Murray, with the Chief Executive Officer authorised to sign;</p> <p>5.supports the Enterprise Support Grant Fund on the condition that industry matches the funding on a 1:1 basis; and</p> <p>6.that the Enterprise Support Grant Fund, is then managed and implemented in accordance with the Annexures to the MoU.</p>	Draft MoU now in place. Currently being considered by DevWA.	Dean Unsworth Sep 9, 2020 09:47 AM
OCM 25 June 2020 - Item 16.1 Confidential Report – Business Plan Outcome and Sale of Lots 301 to 305 Dewar Road and Lots 306 to 310 Beau Sovereign Court, North Dandalup (Formerly Lot 102 Lakes Road)	Robert Marlborough	25/06/2020		In Progress	50	That Council: endorses the Officers Recommendation included in the report for Item 16.1 provided under confidential cover.	Land titles received 4 September 2020. Agent appointed to Auction the lots to be sold. Auction date set as 10 October 2020. Statutory advertising arranged.	Robert Marlborough Sep 5, 2020 09:03 AM
OCM 25 June 2020 - Item 11.14 Murray Aquatic & Leisure Centre – Licence Proposal – Pre and After Hours and School Holiday Care Program – A1 Fun Pty Ltd	Ben Jordan	25/06/2020		In Progress	75	<p>That Council:</p> <p>1.approves for the Chief Executive Officer to negotiate, prepare and endorse a new Licence with A1 Fun Pty Ltd for the use of portions of the Murray Aquatic & Leisure Centre, subject to the Minister of Lands consent, to</p> <p>a.provide a School Holiday Care programme with a hire fee of \$105 per day (ex GST) Monday to Friday, during school holidays, public holidays excepted;</p> <p>b.provide a Before School Care with hire fee of \$90 per week;</p> <p>c.provide an After School Care programme with a hire fee of \$155 per week;</p> <p>d. or provide all three services for a hire fee of \$300 per week;</p> <p>2.includes profit share arrangements for School Holiday, Before or After School Care Services at a rate of 20% of the profit generated from the services being returned to the Shire to assist with Murray Aquatic & Leisure Centre improvements, with a further 20% of profit being allocated to the community.</p> <p>3.includes a commencement date of 6 July 2020; and</p> <p>4.the licence term being 2 years with an option of a further two years, subject to the approval of the Chief Executive Officer.</p>	Agreement finalised, two copies being delivered to A1 Fun 1 Sept for signing.	Ben Jordan Sep 1, 2020 10:56 AM

Name	Owner	Start Date	End Date	Status	Complete %	Recommendation/Council Decision	Progress Comment	Last Updated
OCM 25 June 2020 - Item 11.10 Murrayfield Airport Business Case	David Arkwright	25/06/2020		In Progress	75	That Council: 1.acknowledges completion of the Murrayfield Airport Business Case and Investment Prospectus, and agrees to release the documentation to strategic stakeholders subject to the approval of the owners of Murrayfield Airport; 2.agrees to the Shire continuing to liaise with the owners of Murrayfield Airport to help facilitate investment by both the public (State and Australian governments) and private sectors; 3.agrees to the Shire facilitating discussions between the owners of Murrayfield and the Golden Group (or other appropriate land holding) regarding an alternative location for the future Murrayfield development; and 4.undertakes public consultation and liaison with strategic stakeholders on the Murrayfield Airport Business Case and provides a report back to Council for consideration.	Have met with Golden Group and State Government on strategic long term aviation plans. Advice received from State government not to invest too substantially in the next 12 months pending an announcement on a Perth second airport. Suggest that the Shire does some consultation with the Kennels precinct but not a full blown community consultation	Robert Marlborough Sep 5, 2020 09:03 AM
OCM 25 June 2020 - Item 11.8 Application for Rating Exemption - Access Housing Australia Ltd	Tracie Unsworth	25/06/2020		In Progress	50	That Council decline Access Housing Australia Ltd's request to apply the rates exemption on their owned and leased properties retrospectively to the financial year ended 30 June 2019.	Council declined to endorse the 18/19 year rates exemption at the ordinary council meeting held 27 August. A further report to be tabled following discussions with Access Housing management.	Tracie Unsworth Sep 9, 2020 09:12 AM
OCM 25 June 2020 - Item 11.6 Amendment No. 316 to Town Planning Scheme No. 4 - Proposed Equestrian Zone, Lots 462 and 502 South Western Highway, Blythwood	Rod Peake	25/06/2020	30/09/2020	In Progress	50	That Council: 1.pursuant to Section 75 of the Planning and Development Act 2005 resolves to prepare Amendment No 316 to the Shire of Murray Town Planning Scheme No. 4 to rezone portion of Lot 462 and Lot 502 South Western Highway, Blythwood, from Rural and Private Recreation to Special Use – Equestrian, with a range of suitable conditions that limit the use of the site to equestrian related activities and provide for the orderly progressive development of the land, including the need for a structure plan to guide development. 2.pursuant to Regulation 35(2) of the Planning and Development (Local Planning Schemes) Regulations 2015 specifies that the Amendment is a standard amendment as it is considered not to comfortably fall within either the complex or basic amendment categories and will not result in any significant environmental, social, economic or governance impacts on land within the Scheme area; 3.authorises the Shire President and Chief Executive Officer to sign and seal the scheme amendment documents prepared to the satisfaction of the Director Planning and Sustainability; 4.authorises the amendment to be forwarded to the Environmental Protection Authority for consideration of the need for environmental assessment in accordance with section 81 of the Planning and Development Act; and 5.following compliance with sections 81 and 82 of the Act, proceeds to advertise the amendment for a period of at least 42 days.	Advertising underway. Submission period closes on 30 October 2020.	Rod Peake Sep 9, 2020 12:31 PM

Name	Owner	Start Date	End Date	Status	Complete %	Recommendation/Council Decision	Progress Comment	Last Updated
OCM 28 May 2020 - Item 16.1 Edenvale Tea Rooms	Leanne McGuirk, R	28/05/2020	30/08/2020	In Progress	95	That Council: 1. subject to the Minister for Lands prior written consent, supports the Chief Executive Officer negotiating and endorsing a lease arrangement with Fairbridge Western Australia (Inc) to operate the Edenvale Tea Rooms within the Edenvale Homestead on a portion of Lot 316 (Reserve 36703) Henry Street, Pinjarra: a. for a period of 2 years with a similar option period; b. with the annual rental commencing at \$50 per annum, plus GST with an annual review being applied in accordance with the (Perth All Groups) Consumer Price Index and a further review should a liquor licence be granted; c. the lessee being responsible for all normal outgoings and the maintenance and repair of all equipment and chattels provided to operate the Tea Room; and d. with appropriate Key Performance Indicators and core hours being applied.	Ministers consent received 4 September 2020 Lease document finalised and ready for endorsement. Expected soft opening of Tea Rooms on Sunday 13 September (to be confirmed). Communications being prepared to advise community.	Leanne McGuirk Sep 9, 2020 05:56 PM
OCM 22 June 2017 – Item 16.1 Dwellingup Community Compact Draft Position Statement – Bauxite Mining in and Around Dwellingup - CONFIDENTIAL	Dean Unsworth	1/07/2018	30/06/2022	In Progress	33	That Council: 1. supports the recommendations of the Chief Executive Officer as presented in the table of 12 actions recommended by the Dwellingup Community Compact; 2. delegates to the Shire President and Chief Executive Officer to negotiate further with the Dwellingup Community Compact and Alcoa regarding the proposed Dwellingup Discovery Forest, but that Council fully supports this concept in principle; and 3. requests a further report following further negotiations with stakeholders and following the future public meeting with the community.	Consultant will present a first draft in October/November 2020.	Dean Unsworth Sep 9, 2020 09:48 AM
OCM 23 August 2018 - Item 11.6 Land Encroachments & Other Structures – Closure of Unmade Road – Ballee Island, South Yunderup	Robert Marlborough	23/08/2018	30/06/2021	In Progress	66	That Council: 1. approves for the Chief Executive Officer to formally progress with the Minister for Lands, through the Department of Planning, Lands and Heritage the closure of the unmade road reserve and the creation of a new Crown Reserve for the purposes of "foreshore" on Ballee Island, South Yunderup, with the following outcomes to be achieved: (a) the Crown Reserve land is to be managed by the Shire under a management order; (b) the new Crown Reserve boundaries are to be established in such a way to ensure 3 metre setbacks are provided to accommodate the patio encroachment from Lot 87 Ballee Island and the existing dwelling encroachment from Lot 83 Ballee Island; (c) a 5 metre wide easement being established within the new Crown Reserve to provide ongoing protection to existing Water Corporation infrastructure; (d) define the areas proposed in point 2; 2. pending the closure of the unmade road reserve and the creation of the new Crown Reserve actively encourage the Department of Planning, Lands and Heritage to facilitate suitable formal lease arrangements and the appropriate Peel Region Scheme consents, for an initial period of 10 years; (a) with the owner of Lot 82 Ballee Island for existing cottage (dwelling) adjacent to this property; (b) with the owner of Lot 83 for Gazebo and other structure adjacent to this property; 3. after receiving confirmation from the Department of Planning, Lands and Heritage that points 1 and 2 are supported and being actioned a further report be prepared for Council to consider the full cost breakdown of survey and other associated costs; and 4. authorises the Chief Executive Officer to continue engaging with the landowners of Lots 82, 83 and 87 Ballee Island to determine equitable contributions towards the cost of the survey works.	Funding approved in 20/21 budget to undertake formal survey work to progress outcomes on the land encroachments	Robert Marlborough Sep 2, 2020 03:05 PM

Name	Owner	Start Date	End Date	Status	Complete %	Recommendation/Council Decision	Progress Comment	Last Updated
OCM 22 November 2018 – Item 11.9 Pinjarra Massacre Memorial Project	Leanne McGuirk	22/11/2018	30/06/2021	Deferred	30	That Council supports: 1. the Pinjarra Massacre Memorial Project in principle, including the development of a concept plan; 2. allocation of in kind workforce resources to assist in the development of a concept plan; 3. further consideration of the provision of financial and/or in kind support, following the completion of a concept plan; and 4. investigation into the opportunities of a Joint Management Agreement over Crown Reserve 31032.	This project is driven by the Department of Planning, Lands & Heritage and the Gnaala Karla Booja members, with the Shire playing a supporting role as one of the stakeholders. The project has been deferred by DPLH due to inherent political issues within the GKB members, with funding for preparation of a plan being returned by MDAA to DPLH late 2019. Advice from State is that project has been deferred pending internal consideration / decision by DPLH. Meeting was held between Shire and DPLH in late June 2020 where it was decided that project needs to be driven and lead by community, with the State and Shire providing an enabling role	Leanne McGuirk Aug 16, 2020 01:41 PM
OCM 27 June 2019 – Item 11.24 Lower Murray River – Foreshore Stabilisation Guidelines	Alan Smith	27/06/2019	30/06/2021	In Progress	85	That Council: 1. supports the introduction of Foreshore Stabilisation Guidelines for the Lower Murray River; 2. continues to engage with Community Associations to inform and add value to the introduction of the Foreshore Stabilisation Guidelines for the Lower Murray River; 3. seeks approval from the Department of Water and Environmental Regulation (DWER) and Department of Planning Lands and Heritage (DPLH) for any required environmental and structural works within the Foreshore Stabilisation Guidelines for the Lower Murray River riverbanks that abut areas under the management of the Shire of Murray; and 4. once approvals have been obtained from DWER and DPLH for environmental and structural works on the Riverbanks, an engagement strategy be initiated to enable ongoing liaison directly with the community within proximity of the Lower Murray River.	Further review of the riverbanks has been undertaken to finalise the requirements for the proposed design of the riverbank retaining wall to ensure they meet the satisfaction of both the Department of Water and Environmental Regulation and the Department of Planning, Lands and Heritage.	Alan Smith Sep 14, 2020 03:10 PM
OCM 19 December 2019 – Item 15.2 Plus 8 Peel Capacity Building Program	David Arkwright	19/12/2019	30/06/2021	In Progress	66	That Council, in the event of a successful application to the State Government's X Tend grant program: 1. approves the proposed delivery of capacity building programs for startups and SME's – predominantly in the food and agri-business sector, but also in other sectors as may be determined at the time of implementation; 2. approves that priority be given to Murray and Peel startups and SME's, with the option to include enterprise from beyond the Peel Region; 3. approves the working relationship with Spacecubed Ventures Pty Ltd, to deliver the capacity building programs as set out in the application to the X-tend grant fund; and 4. endorses the Shire's contribution of \$44,825 be funded over two financial years, with \$19,825 transferred from the 2019/20 Economic Development Initiatives budget and the remaining \$25,000 from recognised savings in the LTFP 2020/21 allocation for the GRV revaluation expenses.	Leap and Sprint Events planned for October November and December. To be held at the Courthouse. An additional third initiative will be one-on-one mentoring of SME's to be run during January and February	David Arkwright Sep 14, 2020 03:25 PM

Name	Owner	Start Date	End Date	Status	Complete %	Recommendation/Council Decision	Progress Comment	Last Updated
OCM 27 February 2020 Item - 11.9 Housing and Accommodation Investment Prospectus	David Arkwright	27/02/2020	30/06/2021	In Progress	50	That Council: 1.approves that an Investment Prospectus be prepared, featuring a selected set of sites in and around the Pinjarra Town Centre suitable for mixed use development and incorporating housing and accommodation, and that this prospectus be used to test the market through a Request for Proposals process with developers, investors and other parties; 2.approves the appointment of Syme Marmion to undertake a Housing and Accommodation Feasibility and Investment Prospectus, at a cost of \$18,114 (exc. GST), with the Chief Executive Officer authorised to negotiate up to \$25,000 (exc. GST) if additional relevant work is identified over and above the Scope of Works; 3.approves that the funding for the Housing and Accommodation Feasibility and Prospectus is accounted for in the March 2020 Budget review; 4.agrees that Council owned properties (Lots 1 and 2 James St, and 73 and 74 Forrest Street), be included in the Investment Prospectus to test a market response; and 5.agrees that select private landowners be approached with a view to their properties potentially being included in the Investment Prospectus – specifically properties that have the capability of meeting the core objectives of the Pinjarra Revitalisation Strategy.	Syme Marmion are investigating industry interest on selected sites in Pinjarra and Dwellingup for short stay accommodation. DFES is looking into State funding for accommodation for trainees at RBCE, to be located in Pinjarra.	David Arkwright Sep 2, 2020 03:06 PM
OCM 27 February 2020 Item - 11.10 Support to Southern Dirt	David Arkwright	27/02/2020	30/06/2021	In Progress	40	That Council: 1.approves that funding be set aside of \$15,000 for 2020/2021 and \$10,000 for 2021/2022 - to support the activities of Southern Dirt in the Shire of Murray and the wider Peel region; 2.agrees that the \$15,000 contribution in the 2020/2021 financial year be specifically directed to the activities that Southern Dirt is undertaking as part of its recently approved REDS grant through the Peel Development Commission; and 3.agrees that the \$10,000 contribution to Southern Dirt in the 2021/2022 financial year be made subject to an agreement between Southern Dirt and the Shire of Murray as to the specific activities that the funding will support, and also subject to confirmation that other Local Governments and organisations in the Peel region are also providing funding support for key activities to be carried out by Southern Dirt in that financial year.	Southern Dirt has commenced work on Peel Food Event for 2021, and building a beef cluster. SD has also advanced the Peel network and is now seeking funding from Lottery West for a substantial on-line platform for southern WA. Southern Dirt also developing a support program for farmers on smaller land holdings.	David Arkwright Sep 2, 2020 09:41 AM
OCM 27 February 2020 Item - 11.8 Reviving the Harvest Highway Concept	David Arkwright	27/02/2020	30/06/2021	In Progress	90	That Council: 1.approves that the Shire of Murray joins with the Shires of Waroona, Harvey and Serpentine Jarrahdale, and the Peel and Southwest Development Commissions to investigate the feasibility of reviving the Harvest Highway concept; 2.approves that a sum of \$10k be allocated to the project from the March 2020 Budget review; 3.notes that the initiative may expand to include other Local Governments; and 4.approves that the Shire of Murray coordinate the project, including receiving financial contributions from other agencies.	Feasibility study completed. CEO's took the decision to defer any action for two years. Council report coming to September meeting.	David Arkwright Sep 2, 2020 03:03 PM

Delegated Decisions of Development Approvals for August 2020

Application Number Display	Reason For Permit	Site Address Full Address	Decision Type	Decision	Lodged Date Date	Decision Date Date
P084/2020	Outbuilding/Stable	16 George Beacham Way, Pinjarra WA 6208	Delegate	Issued	4/08/2020	12/08/2020
P101/2020	Outbuilding and Patio	4 Sherwood Link, Ravenswood WA 6208	Delegate	Issued	29/07/2020	21/08/2020
P109/2020	Patio	53 McLarty Street, Dwellingup WA 6213	Delegate	Issued	17/06/2020	3/08/2020
P120/2020	Stocking and Stable: 1 Horse and 1 Pony	18 Tranquil Retreat, Barragup WA 6209	Delegate	Issued	1/07/2020	14/08/2020
P122/2020	Renewal of Extractive Industry Licence	62 Sutherland Road, Myara WA 6207	Delegate	Issued	6/07/2020	5/08/2020
P132/2020	Patio	124 Countess Circuit, South Yunderup WA 6208	Delegate	Issued	8/07/2020	5/08/2020
P136/2020	Outbuilding	15 Amphion View, Ravenswood WA 6208	Delegate	Issued	10/07/2020	14/08/2020
P138/2020	Extractive Industry Licence Renewal 2020 - 2021	Lot 242 Corio Road, Nambelup WA 6207	Delegate	Issued	24/07/2020	14/08/2020
P143/2020	Re-location of three buildings	Lot 1100 California Crescent, South Yunderup WA 6208	Delegate	Issued	27/07/2020	14/08/2020
P147/2020	Mooring Poles	7 Allambi Way, South Yunderup WA 6208	Delegate	Issued	29/07/2020	26/08/2020
P151/2020	Preparation of Food and Delivery to Customers	14 Bibbulmun Meander, Ravenswood WA 6208	Delegate	Issued	5/08/2020	6/08/2020
P155/2020	R-Code Variation for reduced setback for boundary wall - Dwelling	62 Riverside Drive, Furnissdale WA 6209	Delegate	Issued	12/08/2020	13/08/2020
P160/2020	Variation to Building Envelope	2195 Lakes Road, North Dandalup WA 6207	Delegate	Issued	21/08/2020	21/08/2020

Delegated Refusals of Development Applications for August 2020

Application Number Display	Reason For Permit	Site Address Full Address	Decision Type	Decision	Lodged Date Date	Decision Date Date
P118/2020	Greyhound Kennels	783 Greenlands Road, West Pinjarra WA 6208	Council	Refused	29/06/2020	27/08/2020